

IMPLEMENTATION OF EFFECTIVE MANAGEMENT WITHIN APIA SUCEAVA

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The work aims to be a true guide to relieve aspects referring to APIA Suceava on the efficiency and improving the human resources quality by a detailed analysis of the perspective of future possibilities.

Implementing an efficient management in the system of public administration acquires major values, since this will lead to professionalizing the developed activities in the public administration authorities, at changing the values and way of action of the public personnel, at developing some managerial conceptions characteristic of modern public administration. In this context in the paper was made an ample analysis in integrity way of the human resources management, as a result of which the problems have been highlighted and made concrete proposals, reasons for implementing and development of this in the public service.

The financial aid granted to the farmers under the form of the unique payment scheme, both under the form of the historic model and of the regionalized one, is based in a greater or less measure on a past reference period (in present established to be between 2000 – 2008). Therefore is intended the update of this to take into account the changes produced meantime in the European agricultural landscape. For the new member states which applies the unique payment scheme on surface, (including Romania) is foreseen the possibility to apply this simplified system and after 2013.

Key words: implementation, management, human resources analysis

The Human resources analysis at the level of APIA agency has as mobile the changes that occur as a result of the imposed regulations by EU and the way in which will be realized this transitions at the norms and its legislation, having in view that is strongly influenced by the quality of the practiced management. We can say that practicing of a new type of management at the level of the new public agencies is one of the principals action directions for improving the market economy. The fundamental attributes of such management are: variety, flexibility, dynamism, creativity, and efficiency.

RESULTS AND DISCUSSIONS

Thus, concomitant with the changes of political order, there is a new trend in the public administration, both central and local level, a tendency to pass at new forms of administration, European, which revolutionized the entire administrative structure in Romania.. This reform, however, couldn't be implemented successfully until the end, from the considerate that the old mentality was very deeply rooted at the public functionaries, who were fulfilling the service obligations only doing favors for various political groups in order not to loose the comfortable armchairs.

We can therefore to emphasize hat we are dealing with a radical reform. Thus was succeeded the orientation of the measures of financial support granted under the form of subsidies coupled to the production volume, towards the granted financial support granted directly to the decoupled farmer from the production volume. Practical guiding the agricultural policy has place from quantity to quality and from the market regulations towards the rural development and environmental protection. Since the current measures of agricultural policy directly affects and Romania, in what follows we will present briefly which were the principal proposed reforms, then how they were incorporated into the member states, as well as and the options that Romania has in applying these agricultural policies.

In the field of subsidization, the reform measures introduce the revolutionary system of granting the financial support based on sustaining the incomes of the farmers trough direct decoupled payments beside the production volume (CE number 173/2003. Trough these measures were followed the empowering the farmers beside the market signals and limiting the effects of the agricultural policy measures on the production decision. However, to avoid the negative possibility of leaving the productive activity from a large number of farmers, to the member states were granted the possibility to opt for coupling a part of the volume of the financial support of the production volume like this: for 25% from the cultivated surface with field crops; 50% in the subsidies case for sheep and poultry; maximum 40% for the granted premium for the wheat corn and respective between 40 and 100% for certain granted bonuses for the beef meat. The financial assistance will be given as a unique payment scheme for agriculture exploitations. Foe its calculation the member states can opt:

- Or for a historical model in which to every farmer are assigned a number of rights of payment. This is calculated and as an average of the financial support received from the farm during a period of reference (established to be between 2000 – 2002) the number of eligible hectares. The payment rights can be transferred between the farmers of the same village, with or without terrain according of the decision of each state member. In the case of this historical model the unique payment was determined multiplying the number of payment rights with the financial value of those, but without exceeding the number of eligible hectares.

- Or for a regional model in which the unique payment determines multiplying the number of cultivated eligible hectares in the first year after implementing the reform with the established subvention at regional level for that hectare of eligible land;

In addition to this first unique premium, the member states may opt for using some schemes of support specific for products, like durum corn, rice, nuts, protein plants, etc. For the new member countries of the European Union are foreseen the possibility of using some unique payment schemes on surface. This involves the payments of some uniform amounts for each eligible hectare of land for a period of three years after accession, but without exceeding the budgetary limit forecasted for the respective state. The payment will be granted independent by the type of developed production.

To benefit of this direct subsidies, the farmers must respect a series of standards relating to the consumer protection, at the environmental protection, at the animal welfare and respectively in what's concerning the good production practices. The control of achieving this standards are realized through the Integrated System of Administration and Control (IACS). Annually, this has the obligation to check each sample formed by at least a percent from the total recorded farmers. In the situation in which a farmer fails to achieve this requests, the direct payments possible to be requested can be reduced or even completely withdrawn in that year. Twenty five percent from the not granted payments on the base of these articles may be retained by each member state, the returning to the community budget. The new member states have a simplified system and in this domain in the situation in which they apply the unique payment scheme on surface, their farmers have the obligation to respect just the good manufacturing practices.

The activity object of the agency is applying the measures of support for the agricultural producers, financed through the Agricultural European Fund for Agriculture Guarantee as well as and from the state budget of Romania. Once with the Romanian accession at the European Union APIA is responsible with running and managing the funds for agriculture concerning: the direct payments and market measures; some financed measures from European funds for agriculture, the rural development and fisheries, established through order of the agriculture minister, of the forests and rural development.

The legal basis of establishment

The Agency of Payments and Intervention for Agriculture was established by the Law No. 1 from 16/02/2004 concerning the establishment, organization and functioning of the Agency of Payments and Intervention for Agriculture, Industry, Food Industry and Rural Development, public institution, with legal personality. The law was modified and completed by the following documents: Government Emergency Ordinance: nr. 94/2004, nr. 507/2004, Government Emergency Ordinance nr 103/2005 (at the article 1 is introduced a new alignment, the 4 alignment, with the following content: the agency name is changed starting with 1 October 2005 in the Agency of Payments and Intervention for Agriculture), Law

nr. 299/2005, Law nr. 300/2005, Law 359/2005, Government Emergency Ordinance nr. 71/2006, Law nr. 479/2006 and the Emergency Ordinance nr. 124/2006.

In the first three years of working in Romania the payments were done in the base of a scheme relative simple, of unique payment in surface – SAPS Single Area Payment System. The payments towards farmers, the users of parcels of agricultural land, is based in the surface of agricultural land for which the farmers makes application for assistance, and the farmers must fulfill a sera of specific criteria before to receive the required payment.

It will also become operational the function of permanent monitoring of the status of every request of support, with short response time and maximum accuracy and completeness – it will be known how much was paid each farmer, when it was applied the support request and for which agricultural terrains, which are the eligibility criteria for each recipient of the support allocations, in any time and which is the efficiency of spent funds.

Legislation on the base of which it develops its activity

The laws in the base of which if functioning the agency are: in what concerns the national legislation – Law nr. 244 from 29/04/2006 of vine and wine in the commune organization system of the win-growing, Order nr. 211 from 15/03/2007 fro approving the Norms of application programs of restructuring/conversion of the win-growing plantations performed with Community support, methodological Norm from 10/10/2008 of the vine and wine Law in the commune system organization of the win-growing market nr. 244/2008, Law nr 52/2003 concerning the decisional transparency in the public administration, Law nr. 544/201 concerning liberal access at the information with public interest, Law nr. 188 from 08/12/199 concerning the statute of the public functionaries, and in what concerns the European legislation – The REGULATION (CE) Nr. 1854/2006 of the Commission from 25 December 2006, The REGULATION (CE) Nr. 341/2007 of the Commission from 21 June 2006, REGULATION (CE) Nr. 769.2004 of the Commission from 21 April 2004, REGULATION of the COUNCIL (CE) Nr. 1782/2003 from 29 September 2003.

The fundamental objectives pursued by the next 2 years.

Regarding the APIA objectives are:

- maximization the absorption of the European Funds;
- realizing a tight connection with the farmers, form more effective collaborations: communications, invitations, etc;
- closely collaboration with the local public authorities for effective information of the farmers;
- establishing a forum for the producing organizations, users in the agricultural industry;
- participation at the establishment of the informational agricultural system with taking into account the examples of the more developed states, probative in this domain;

- establishment of a data base referring at the informational systems in course of development and at the conditions of providing the structural information, of personnel and ethnic order;
- organization of symposium, seminars, conferences, forums, to achieve more effective activities of coordination, consultancy, of initiation;
- establishment of some relations of collaboration with other organizations and organisms from country and abroad.

The Directorate of Human Resources Management is the structure of specialty of the agency which fulfills attributions, tasks and responsibilities in the human resources domain, training, professional training, organizing and staff management, for the central device and its regional branches of the agency and has mainly the following tasks:

- sets the general strategy concerning the coordination of the activities of human resources and personnel management for the central device and regional branches of the agency'
- coordinates programs and elaborates proposals which responses to the requests of European integration in the domain of selection, hiring, wages, training and training of personnel in the central mechanism and from the regional branches;
- develops side activities of the process of managing of the not-refundable community financial assistance, of financial and legal nature

The Direction has in component the following sections: Service of Waging and Management of public functions, which at its turn includes The Compartment of Human Resources and the Service of Personnel Training.

The Payroll Service and Management of Public Functions have the following functions:

- applies the regulations in vigor concerning the organizational structure, states of functions and of personnel for the central mechanism and regional branches of the agency;
- applies the payroll system in the central device and regional branches of the agencies;
- proposes for approval the wages rights and of personnel of the employees from the central device and regional branches of the agency;
- to ensure the unitary and effective management of the human resources, as well as and for following the career of public functionary, ensures drawing, updating, keeping and evidence of the professional files of the public functionaries;
- together with the Economic Direction underlies the personnel expenses in order to elaborate the state budget project and of the corrected budget;
- draws in collaboration with the departments from the agency structure, ROF and RI, as well as and their modifications;
- makes proposal on the organizational structure and assignment the number of posts in the central mechanism and regional branches of the agency;

- request and manage the post files and the evaluation slip, of the staff from the central device compartments and from the regional branches;
- prepares, verifies and ensures the efficient development if the assessment process of the professional performances in relation to the job requirements;
- draws up the annual plan of employment for the public functionaries;
- develops the documentation concerning the approval of the individual premiums in the limits of the established funds by the applicable normative acts and presents to approval to the agency head;
- manages the general register of record of the employees

The Human Resources Compartment carries the tasks:

- performs the entire range of works of evidence and movement of the staff from the central mechanism and the regional branches of the agency;
- draws up, fills in and manages the work carnets;
- draws up the documents necessary for retiring for the employees who meet the stipulated conditions stipulated by the law;
- develops together with the IT Direction the time sheets of the personnel and keeps the evidence of the rest holidays, of the holidays without payment, of the unmotivated absences, of the medical holidays;
- draws up and endorse the project of decisions referring at: framings, advancements, promotions, transfers, punishments, dismissal, etc.;
- keeps the track of the interest statements and of the belongings statements of the functionaries;
- draws up the labor contracts/additional documents for the contractual personnel from the central device and regional branches of the agency;
- ensures the recruitment and selection of the personnel organizes the competitions and provides the secretariat of the commissions of framing and promotion of the personnel;

The Service of Staff Training has the following responsibilities:

- elaborates and submits for approval to the leadership of APIA a strategy of training and improvement of the personnel depending on the evolutions of their attributions and starting from the results of periodic assessment of the personnel;
- elaborates programs of improving and education and follows their implementation;
- ensures together with the other compartments of specialty the necessary conditions for the employees participation at actions of instructions and professional improvement;
- collaborates with ANFP in viewing of knowing the system of professional formation of training and improvement of the public information, conducted through ANFP;

- underlies the necessary expenditure of the improving action of the professional training of the personnel from the central mechanism and regional branches of APIA and follows their progress.

Direction of Internal Audit. Direction of Internal Audit fulfills the following main attributions:

- develops and implements the methodological norms and the specific APIA audit procedures with the notification of the Direction of Audit within MAPDR;
- elaborates the annual plan of internal audit on which is effectuating the internal audit missions;
- proposes the modification of the annual plan of the internal audit whenever the risk analysis motivates this thing, as well as and in the case in which the APIA leadership disposes the effectuation of some unexpected audit missions in the plan of initial internal audit approved, trough giving up at some missions with lower risks included already in the plan;
- performs internal audit activities to evaluate if the systems of financial management and control of APIA are transparent and complies with the norms of legality, regularity, economy, efficiency an effectiveness and makes recommendations for their improvement, if it's the case;
- analyze the systems of management and internal control of the audit structures, identifies their weakness, as well as and the associated risks of such systems, programs/projects/measures ore operations and proposes recommendations to reduce them if it is necessary;
- participates at the activities initiated and organized by the agency leadership on the line of professional training;
- carries out the measures and recommendations of methodological nature and of specialty elaborated by the Direction of Audit within MAPDR and of UCAAPI (Central Union of Harmonization for the Internal Public Audit within the Ministry of Public Finances), without jeopardizing the timely achievement of the attribution concerning the auditing of the European funds;
- develops missions of internal audit contained in the internal audit plan with respecting the procedural rules of internal audit;
- carries out missions of internal audit of the units that is operating in suborder, under the authority or in coordinating the agency;
- informs the Direction of Audit within MAPDR about the un-acquired recommendations by APIA, as well as and their consequences;
- reports, at the request of Direction of Public Internal Audit within MAPDR, on the findings, conclusions and recommendations resulted from the audit activity;
- draws up the annual report of the internal audit activity within APIA;

CONCLUSIONS

The implementing of a effective management within APIA Suceava requires the following:

- increase the decisional transparencies trough the consultation and broader involvement of the civil society on the decisional process;
- extending the citizens access at APIA, trough the internet;
- more efficient organization of the areas destined to the services of public relations;
- efficient, professional solving and in optimal time of the request from the agricultural producers;
- adoption by the public functionaries of some professional, polite and efficient attitudes in relations with the citizens;
- permanent update of the Web page of the agency with relevant and useful information.

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