

# IMPROVING THE HUMAN RESOURCES QUALITY WITHIN APIA SUCEAVA

## ÎMBUNĂTĂȚIREA CALITĂȚII RESURSELOR UMANE DIN CADRUL APIA SUCEAVA

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**Abstract.** For any successful organization, human resources is the kernel around which revolve all other resources (material, financial, information) and issues concerning the recruitment, selection, training, development, evaluation, reward and motivation are the main directions of research of human resource management of any organization. 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 2007 – 2013). 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:** improving, quality, management, human resources analysis

**Rezumat.** Pentru orice organizație de succes, resursele umane reprezintă nucleul în jurul căruia gravitează toate celelalte resurse (materiale, financiare, informaționale), iar problemele privind recrutarea, selecția, instruirea, perfecționarea, evaluarea, recompensarea și motivarea constituie principalele direcții de cercetare a managementului resurselor umane a oricărei organizații. Implementarea unui management eficient în sistemul administrației publice capătă valori majore, deoarece acest lucru va duce la profesionalizarea activităților desfășurate în autoritățile administrației publice, la schimbarea valorilor și modul de acțiune a personalului public, la dezvoltarea unor concepții manageriale moderne caracteristice administrației publice. În acest context, în lucrare a fost făcută o analiză amplă, în mod integritatea managementului resurselor umane, ca urmare a problemelor care au fost evidențiate și a făcut propuneri concrete, motivele pentru care punerea în aplicare și dezvoltarea de acest lucru în serviciul public. Ajutorul financiar

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*acordat fermierilor sub forma de schema de plată unică, atât sub forma de modelul istoric și a regionalizat o, se bazează într-o măsură mai mare sau mai puțin pe o perioadă de referință trecut (în prezent stabilit să fie între 2007 - 2012). Prin urmare, va urma o actualizare a acestei pentru a lua în considerare schimbările produse între timp, în peisajul agricol european. Pentru noile state membre care aplică schema de plată unică pe suprafață, (inclusiv România), se prevede posibilitatea de a aplica acest sistem simplificat și după 2013.*

**Cuvinte cheie:** punerea în aplicare, management, resurse umane, de analiză

## INTRODUCTION

**The purpose** of this paper is to highlight specific human resource management in public administration, its role in improving public administration activities in Romania and strategic directions basic foundation of human resource management in public administration.

To achieve its purpose the following objectives were established: the theoretical foundations of human resource management in the APIA; determination of specific human resource management in public administration, human resources management strategy in the APIA and proposals to improve the efficiency of public administration in Romania.

## MATERIAL AND METHOD

The research methodology was based on a systemic approach and use of different methods, the most common being: normative, statistical, graphical and dynamic. They also used other research methods, such as economic analysis, comparison, induction and deduction, and other methods and tools of scientific knowledge of the socio-economic processes.

The information base consists of information gathered from Local Centre Falticeni APIA and APIA sources Suceava, existing literature on human resource management strategy for 2011-2013.

## RESULTS AND DISCUSSIONS

**Payments and Intervention Agency for Agriculture (APIA)** is a public institution with legal personality, belonging to the Ministry of Agriculture and Rural Development, financed entirely by the state budget. APIA is the body that runs European funds by implementing support measures for farmers, financed both by the EU budget through the European Agricultural Guarantee Fund and the Romanian state budget, the amounts allocated annually by budget law.

The administrative structure of APIA provides separation of functions of authorization, execution and accounting. Each of these functions lies in the responsibility of separate administrative sections highlighted in agency organization and functions are specified in the rules of organization and functioning.

In the newly created context, the Romanian farmer has to adapt to current global economic reality, to take technical and economic methods to give him

stability and secure economic efficiency, while being forced to produce in line with the European market (Brezuleanu et. al. 2011).

The case study was conducted at City Center APIA Fălticeni, a center of special importance to the local economy, due to many farmers subordinated and high number of employees.

The Head Office-APIA Suceava, CL-Fălticeni is in charge of 20 employees, is responsible for achieving quality and deadlines assigned work center that coordinates local, authorized pay within the legal powers granted and responsible for processing applications and complaints of citizens and solves the specialized field of activity that is coordinating.

In human resource management, the head office prepares the monthly timesheet, the overtime work and is responsible for training subordinates.

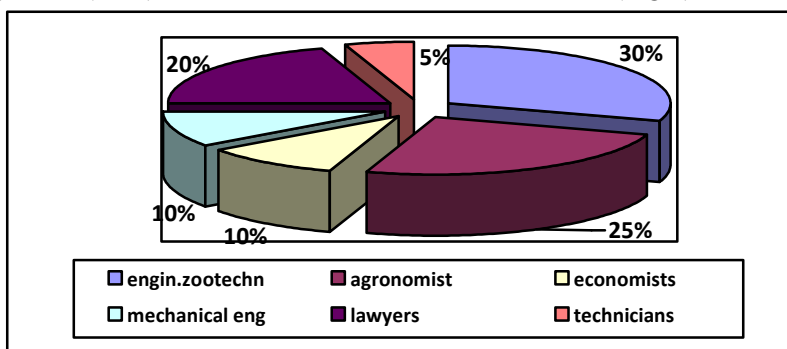
Of the 20 employees at a number of six graduated from animal husbandry engineering and 5 from agricultural studies. This is explained by the fact that the APIA has something specific activity in this field agronomists and engineers working specialists in animal husbandry (tab. 1).

Table 1

**Professional training of employees of CL-APIA Falticeni**

Higher education						Secondary education
Specialization	Animal husbandry eng.	Agricultural eng.	Economists	Mechanical eng.	Lawyers	Technicians
Employment in the category (N):	6	5	2	2	4	1

In the structure of staff with higher education an important share is held by the engineers (75%), while economists share is about 30% (Fig 1).



**Fig. 1 - Structure of higher education staff at CL APIA Falticeni**

**Structure of employees according to the employment contract** is as follows: 100% of staff is employed for an indefinite period. But in certain situations, for a specific work (eg checks) they make use of staff seconded from other institutions (Iordachescu, 2010).

Analyzing the structure of the personnel and skill level we can see the natural tendency of increasing skills (tab. 2).

Table 2

Employment structure by type of study at APIA Suceava						
Nr. crt.	Qualification degree	Training level	2009	2010	2011	(+/- % 2010 in comp. with 2009)
1	University	III	15	17	19	26.6
2	% of total	-	75.0	85.0	95.0	20.0
3	Post- high school	II	-	-	-	-
4	% of total	-	0.00	0.00	0.00	-
5	High school	I	5	3	1	-20.00
6	% of total	-	8.45	8.05	6.16	-27.05
7	Total	-	20	20	20	0.00
	% of total	-	100.00	100.00	100.00	-

In the period under review there is a normal trend of increasing average level of qualification, which may be due to increased demands of education in the interest of this agency and employees to keep their jobs.

The specialists from the local centres have the following duties and responsibilities: provide information on rights and duties of farmers that have access to direct area payment schemes financed from the European or national records in the database farmers farm register, provide professional advice producers to fill requests for state aid for livestock, check applications to be accompanied by documents proving the conditions of eligibility for financial support.

Under the powers provided in the job description, employees of Fălticeni CL APIA are required to participate in training programs, seminars, courses held in Suceava APIA or by other institutions in specific areas of activity.

Training and raising skill levels of labour by organizing training courses when enrolling in classes led by remote sensing Control of a number of 3 employees, the Information Security courses according to ISO 17799 and ISO 27001 - 1 employee and Management at the public function in the context of specific legislation 2008-2011-1 employee.

Also, their sources, 10 people did and graduated ECDL courses.

The dynamics of the staff is related to the stability of the institution, which is an important condition for efficient use of labour.

Labour mobility is both as inputs and outputs, regardless of the cause generators (fig. 2).

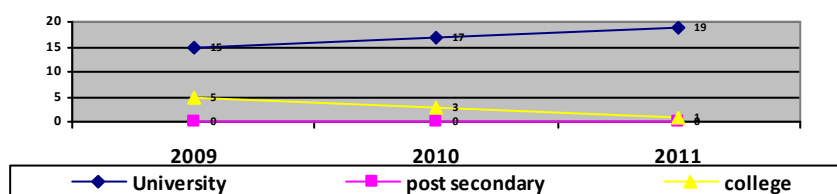


Fig.2. Evolution of staff according to the studies - CL APIA Falticeni

Movement of labour, is the movement of staff within a period (inputs and outputs) due to social causes - economic (retirement, deaths, transfers, restricting, etc.) (tab. 3).

Table 3

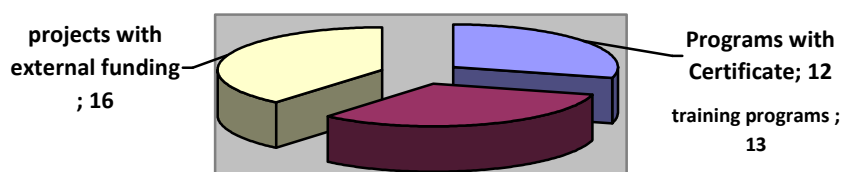
**Personal input and output stream. of the APIA-Suceava and CL-Falticeni**

Centre	Year	Total staff	Staff inputs	% of total	Staff outputs	% of total
<b>CL-Fälticeni</b>	2007	12	5	41.66	1	8.33
	2008	16	6	37.5	2	12.5
	2009	20	1	5.0	1	5.0
	2010	20	0	0.0	0	0.0
	2011	20	0	0.0	0	0.0

Training activity for staff of APIA CL Fälticeni is made so as that, every civil must know the principles of European regulations, to acquire content translating these regulations into national law and procedure manuals to learn to be able to apply them and to form their own ideas as a basis to start editing a new version of the manual procedure above (in some areas has already reached version 7.0).

Training activity (Fig. 3) can be summarized as follows:

- training programs organized and conducted by training providers, completed certificate of attendance or, where appropriate diploma (12 people);
- training programs organized and conducted, or where appropriate, approved by the employers in the administrations and institutions (13 people);
- training programs organized and conducted in the implementation of projects with external funding (16 persons).



**Fig. 3 - Professional training at CL APIA Fälticeni**

Personal Training Service operates within the Human Resources Management, based Training Strategy 2007-2010 APIA personnel. In accordance with the Lisbon target and the Government Programme 2005 - 2008, the major objective of the strategy is to develop human capital, the most important resource of any organization (Ungureanu et. al., 2011).

This time, the training of employees APIA is based on two main pillars: PHARE projects and funding from its budget. Currently, the service works towards meeting the training needs of staff and long term aims to reinforce the skills acquired in the previous period and excellence.

CL-APIA Fälticeni will review the problems encountered in 2011, trying to turn them into targets solved in 2012, contributing and mechanisms available to improve the activity, and hence the service delivered to citizens.

In this regard, regular assessments are made by staff. We present in table 4 a summary of job evaluation assistant counsellor.

Job requires a high level skill, analytical and logical reasoning power of the owner. From this perspective, the post provides a sense of professional achievement for its owner. It has a great deal of freedom to perform their work, producing mainly situations and statistics for physical blocks of farmland eligible for payment, subject to administrative controls and other conditions required centrally (Iatco et. al. 2011).

Table 4

**Assessment of post of assistant counsellor**

No. criteria	Evaluation criteria	Weight C %	Minimum score Pm	Maximum score PM	C*Pm	C*PM
I	Professional training	20	3	4	0.6	0.8
II	Experience required	25	4	5	1	1.25
III	Difficulty of operations specific to the post	10	2	3	0.2	0.3
IV	Responsibility involved by the post	30	4	5	1.2	1.5
V	Scope of relations	15	2	4	0.3	0.6
	TOTAL	100			3.3	4.45

## CONCLUSIONS

1. Implementation of effective management in the APIA Suceava City Center Fălticeni requires the following: increased transparency of decision through consultation and greater involvement of civil society in decision-making, increase access to APIA citizens via the internet, effective resolution, professional and timely of requests from farmers, civil servants adopted by a professional attitude, polite and efficient in dealing with citizens, updating of web page APIA Suceava with relevant and useful information for all local centres.

2. Staff training strategy should be integrated into APIA strategy, so to help eliminate vulnerabilities such as farmers dissatisfied, default penalties, inefficient activity of technical chapters.

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