

IMPROVING EFFICIENCY OF THE HUMAN RESOURCES MANAGEMENT IN ORDER TO INCREASE THE PERFORMANCE IN THE ROMANIAN POLICE

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Abstract: *The importance and the motivation of the research about the institutions which ensure and maintain the public order and safety is given by the inherent role of this activity for the society, but also by the fact that the purpose of the research is to modernize and improve the management system in order to ensure the quality of the police service, a service which must be performed with transparency and professionalism. The general objective of the research is the analysis of the management system in police units, as MAI organizations and the identification of good practices and of ways for improving efficiency of the human resources management of the police units in order to increase the satisfaction degree of the public interest. Satisfying the public interest, and maintaining economic and social efficiency and effectiveness, means that the police activity should be oriented towards the future, by anticipating the changes from the social and economic environment and stimulating the involvement of the whole community in the activity of crime prevention and fighting. Today, in 2022 we ask whether police activity in Romania has to be modified after the western patterns or it is necessary to consider cultural attitudes and old ideologies that may influence the performance of organizational change process.*

Keywords: *Police management; Performance management; Policing, Police reform, New public management, Public administration*

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Introduction

Police performance affects people's daily lives. There are many stakeholders in police performance, but the most important are those served by the police forces: the population itself. Police authorities, as representatives of local communities, have a wide role to play in ensuring an efficient police service, effective in managing the performance of police authorities. In the context of rapid change and the evolution of society, a proper understanding of what "performance" really means is very important for police officers and staff at all levels of the police force responsible for the safety of the community. Correlations and determinants of performance are also significant to ensure that the right actions are taken to improve police performance.

Moreover, the economic, political and social changes that European countries had gone through led to a change in the study of public organizations. Since 1980, public administration organizations have taken a more business-like approach due to pressure towards traditional reform leadership style of command and control (Pollitt & Bouckaert, 2000; Sugarman, 2010). Hence performance and performance management have become central constructs in the police, as are these priority constructs in business organizations. Meanwhile, the police have changed their mission in terms of developing a greater opening and responding to citizens' needs and requirements and also needed to operate more efficiently, economically and effectively (Barton & Beynon, 2011). As a result, there has been an increased emphasis on resource use in view of budget cuts and pressure for the police to prioritise efficiency. So, resource-based visualization (Barney, 1991) becomes a useful approach to studying performance and how the needs and expectations of external stakeholders are met by police forces. Developed in the commercial context of organizations operating in competitive markets (Maijoor & van Witteloostuijn, 1996), the resource-based vision assumes that performance, no matter how defined it is, arises from within the organization. Making a connection between performance and budget generates a sense of responsibility among police officers by focusing on the results and the quality of the services that the police provide to the community.

What do we mean by police performance?

The police have a key role in society in fighting crime and ensuring the safety of the community. They are one of the most fundamental and recognized service providers in our local communities, and their responsibilities extend across a very wide range of activities. Just a few of the things we rely on the police for are:

- Prevention of crimes of all kinds, from thefts to fraud
- Catching criminals and helping to ensure they are brought to justice
- Disrupting organised criminal groups and fighting cross-border crime
- Providing assurances (e.g. through a visible police presence) and helping to reduce criminality
- Promoting public safety (e.g. by stopping dangerous drivers or managing public unrest and antisocial behaviour)

The performance of the police, in its simplest form, means only how well the police perform and deliver in the wide variety of things for which they have responsibility. "Performance" does not mean 'performance indicators' (i.e. figures and statistics), although this is a common assumption – for example, when people equate simple crime statistics with police performance. Performance indicators (defined below) only help us to examine what performance actually is, and they may not cover all areas for which the police are responsible, unless they have been specifically implemented.

What do we mean by performance management?

Performance management is the practice of using information about past and current performance and the factors that could affect future performance, to decide what actions to take to make that future performance better than it would otherwise be. It can be

useful to see performance management as a cyclical process, which involves at its most basic level:

- Prioritisation and planning
- Quantifying the expectations for the level of performance that should be seen through the delivery of the plan (i.e. granting objectives)
- Delivery monitoring, both in terms of progress towards the delivery of the plan and the actual results that are seen
- Review and learn from progress and feed them into the next cycle to inform the next set of priorities.

Successful performance management depends on:

- Performance measurement – collecting performance data and processing this information in a usable form (e.g. as performance indicators)
- Performance monitoring – examining the results of performance measurement to make judgments about the level of performance (for example, is performance getting better or worse?; is it worse or better than we expected?)

Successful performance management is based on the result of measuring and monitoring performance: decisions and actions are made as a result of the description of performance that is achieved through these two steps.

Performance management is important because it is at the heart of how resources are used. Normally, the requirements for a service (that is, the results that users want) will exceed the resources available to provide them. This means that choices must be made about what will be done, how they will be made, when they will be made, how well they will be done, what they will not be done, and when they will cease to be done. The consequence of the choices to be made is that resources can be used inefficiently, inefficiently or unfairly if an organization is not very careful. Following the principles of performance management helps an organization make better choices because decisions about resource use are based on evidence and feedback.

What is the role of police authorities in police performance?

We established the role of the police authority in performance management, the role of the police force and why it is different. This section also defines a terminology used in describing the role of the police authority. Police authorities have a role to play in the overall performance management of the force's work. Police authorities are required by law to:

- Ensure that an effective police service is maintained
- Achieve continuous improvements in police performance
- Get the opinions of locals on police issues

Therefore, police authorities are key stakeholders in managing police performance. However, the authority's role is not to repeat or replicate the performance management regime in place: the authorities do not directly manage police resources at the operational level. In recent years, many forces have made considerable progress in establishing performance management structures and processes and developing a performance-centric culture. The chief officer¹ leads the internal force performance management arrangements and, together with the rest of the command team, is essential for force performance management.

The police authority adds value to its communities by ensuring that the force works efficiently and effectively, ensuring that:

- Police resources are directed to address issues of the greatest concern or importance (i.e. priorities driven by local consultation and political imperative, as well as operational considerations) in a balanced way
- Once resources are directed to issues of interest (i.e. priorities), that they help to achieve the desired results (outputs and results) and that these results are achieved through both effective and ethical means.

How the authority fulfils these responsibilities should also add value to the force. The Authority has an active role in the management of police performance. Therefore, the general role of authority in the management of police performance is:

Planning and setting priorities and targets:

- Public consultation on police matters
- Coordination of partner agencies' contributions to police priorities
- Taking into account how the national police priorities of the Minister of the Interior applied to local forces should be

– Determination of local priorities and setting performance targets and budget

Monitor performance against the police plan and ensure that the force manages day-to-day performance so as to ensure that the objectives are achieved:

- regular review of the performance of the force in relation to its commitments
- Using performance information to ask the force questions to find out how and why that level of performance was achieved
- Using performance information and force responses to draw conclusions about the effectiveness and effectiveness of a police aspect
- Identifying and praising good performance and encouraging the sharing of good practices across the full force and with other strengths
- Asking the force to come up with solutions to improve performance in priority areas
- Monitoring external performance information and requesting support if needed
- Learning, consultation and feedback

Reporting to the public on annual achievements

– Translate learning and experience from one performance cycle to the next to inform future police priorities and planning.

There are different opinions about whether the police authorities "do" performance management. As illustrated above, although, of course, the authority is not involved in the direct management of the police force, and therefore in the management of ongoing operational performance it has a key role in performance management in the broadest sense - the general cycle of performance management at the police force level.

Planning - setting priorities performance

Effective planning and prioritisation form the foundation of the police authority's role in performance management. A police plan that sets out the priorities of local communities, in balance with all the other considerations to which the authority must give weight, is the basis of the authority that ensures the provision of a police service that meets the needs of its communities. The development of the local police plan is the statutory responsibility of the chief officer, the approval being the responsibility of the police authority, so the authorities and forces will have to work closely together at this stage of

the performance management cycle. The authority must ensure that it is satisfied with the local police plan, as prepared by the chief officer, as the rest of the performance management cycle is based on and flows from it.

Ensuring the achievement of objectives

The local police plan dedicates the objectives of authority and force to the year and sets out exactly what the force is committed to achieving with the resources it provides. The police plan is the authority's main reference point for ensuring execution against local and nationally determined priorities. However, the authorities must carefully supervise performance issues beyond the objectives in the plan, in line with the need for comprehensive performance coverage.

Learning, consultation and feedback

In order to complete the performance cycle and advance in planning for the coming year, the police authority must ensure that learning from the current year is introduced in the next planning phase. The main role of the Authority in this area of performance management is consultation, which is also part of the statutory role of the Authority. Having ensured the provision of police services to local communities, the police authorities must inform the locals about the performance of the police. Many police authorities have had difficulty raising the public profile of the authority and informing locals about the performance of the police and the role that the authority plays in it. Many police authorities rely on their consultation mechanisms and on annual reports or newsletters sent along with local council tax communications. A small number of police authorities are trying innovative ways to communicate their work to locals. However, the picture is mixed and the information provided is not always a consistent and objective assessment.

Assessment of public management reforms in EU and US police services

We presented some aspects about police organization in the USA and in some developed countries from EU, which can be taken into consideration when continuing the reform from the Romanian Police institutions. Exploring the introduction of New Public Management (NPM) techniques within the UK police service and the impact upon the role of the first line manager: the police sergeant. Evaluating a number of NPM precepts to the role of police sergeants, including a shift towards more strategic responsibilities, but with a significant intensification of work, tighter control and scrutiny through organizational performance management systems, and less daily contact with their police constables. The effect was to limit their ability to provide leadership and support for their constables, and to encourage a greater reliance upon peer group networks and on the constables they supervised. Or how Germany during the last fifteen years NPM reforms affected federal and state polices facilitated by socio-economic forces and upcoming international new public management ideas in particular. NPM reforms did not constitute a holistic model for police administration and could therefore not completely replace the traditional bureaucratic model. NPM concepts become only partially institutionalized leading to a hybrid type of traditional administrative organisational structure and culture with sedimentations of certain NPM elements.

Also we analyze the development of Compstat. Performance based management model, Compstat developed by Commissioner William Bratton and his top management team in the New York Police Department that changed the paradigm in policing. This important administrative innovation caused organizational change in policing. Compstat was developed based on the idea of decentralization and accountability to provide security and to reduce crime. As an administrative innovation, Compstat has spread so quickly to police departments not only across the US but also to overseas.

Management methods in public organizations. particularities in police units

Presentation of the institutions from the administration and internal affairs system, respectively the police units, as main components of the organization of the Romanian society, detailing the mission, objectives, the structural elements and the components of the management system from the Romanian Police institutions. To this purpose, we presented the evolution, the general framework, the leading principles of the units from the internal affairs system (MAI), respectively from the Romanian Police. We identify methods, techniques and instruments used in management as the good practices used in the police units in order to increase the efficiency and the effectiveness of their management. We also presented elements regarding the role and importance of organizational communication as a premise for performance management. Brief analysis of the Ministry of Administration and Internal Affairs, the upper structure of the Romanian Police and the description of the organizational system of Administration and Internal Affairs, with emphasis on public order and safety.

Proposals and recommendations for improving efficiency the management system of the police units

The analysis of the policemen's ethic code (definition, characteristics, objectives, content, principles, critics, limits) and the presentation of the arguments from the specialized literature and some personal arguments, which confirms that it can be considered a tool of improving the behavior (benefits, influences, roles). The analysis of the organizational system of the Romanian Police and the presentation of the main weaknesses / vulnerabilities within the police institutions in Romania. Analysis of the decisional and informational (managerial) subsystem within the Romanian Police and with the following: definitions, characteristics, types, tasks, requirements, dependencies, limitations, steps, rules.

Description of the most important models of the change process, focusing on: awareness of the need for change, organizational diagnosis, planning and implementing change, effects assessment and institutionalization of the change. Presenting the most relevant definitions of organized crime and highlighting key features and characteristics. Examination of the interdependence links between the spread of the organized crime on the one hand, and, on the other hand, the socio-economical and political factors, the characteristics of the judiciary system, the public and private governance efficiency, the independence and integrity of the judiciary system. The analysis of the economic and financial crisis impact on crime and organized crime.

Developing efficient and effective communication programmes in order to achieve a higher level of employee involvement, an important factor in fulfilling the specific organizational and individual objectives.

Consolidating the specific organizational culture values in the police units in order to stimulate the individual and collective behaviour.

Improving the informational system which will allow the collection, transmission and archiving of the data and the efficient communication, which will facilitate the implementation of the strategies, policies and good practices in order to achieve the organizational objectives and the specific individual objectives of the employees.

Identification of the role of knowledge in police work and presentation of the generalities regarding the knowledge management and the implementation of the knowledge management in the analysed field.

Identify the negative aspects that can influence the managerial performance within the analysed institution

Establishing the importance of certain aspects that can influence the efficiency of the managerial activity

Identifying the behavior of the most superiors, colleagues and subordinates faced with some changes in the managerial process (taking into account the managers' perceptions and opinions from the analysed institution)

Knowing the managers' opinions considering the superiors/ colleagues / subordinates about: attachment to the institution, excessive orientation towards their own interests, level of knowledge / professional skills, participatory activism, ability to take risks and responsibilities, the efficiency of communication etc.

Identifying managers' degree of satisfaction concerning: the way in which decisions are taken at the center, the way in which things work in brigade / service, managers' income, authority or working conditions.

Training managers and employees permanently in order to achieve the strategic and operational objectives at institutional level for each function and management subsystem.

Identifying the employees who resist to changes due to multiple causes

Identifying the current situation within the analysed institution as perceived by operational staff, aiming at the following levels: workplace characteristics, performance evaluation, teamwork, relationships with managerial team, ethical behavior

The analysis of managers' opinions or officers and agents regarding the possibility of obtaining positive effects.

To ensure the efficiency of the managerial subsystems we have to introduce „documents management” which is „an IT system which facilitates the circulation, stocking, the retrieval of the documents and connection to other computer systems or electronic devices which allow the correct and safe transmission of information and permanent monitoring of the decision and order stage and of the transmitted instructions.

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