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*The whole process of getting a job refers to a set of measures, from the identification of the opportunity to offer a new job to the consolidation of the relationship with the new employee starting the first day after accepting the job. Once the opportunity is defined, it is crucial to specify as clearly as possible the requirements of the respective job as well as to identify the necessary experience, skills and other attributes that a candidate must have so that (s)he may get the respective job. A set of behaviors is expected from each employee. There is no such thing as a "universal key" meant to open all doors to the management of human resources, but there is an efficient instrument by means of which the employee becomes aware of his responsibilities, skills and prerogatives. This instrument may be achieved by a correct analysis and projection of job openings and is called job description.*

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**1. Observations and facts**

*„Responsibility is the major factor in the development of human potential.”*

*Mary Parker Follett*

It is an undeniable truth that the more efficient the people within an organization, the more efficient the organization itself.

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Some years ago, I got hired in a company as Human Resources Manager. The organization was in a delicate position because some days before my arrival 200 employees had left the company in a single day, as they had been lured by the competition with not so orthodox means of persuasion.

These employees were highly qualified in their rare jobs and they had received recognition of their expertise on the expenses and effort of the organization. The loss for the organization was high and coming back to normality involved higher costs and effort.

I will only offer one example: more than 100 employees were Railway Engine Mechanics and they were qualified for this job, who also held recognition from the Romanian Railway Authority (RRA), obtained on the expense of the company.

As a person who was directly involved in the recruiting and selection process I asked myself: “How can I hire 100 railway engine mechanics in a single day?”

There were almost no solutions to get me out of trouble, but I thought of professional development. The only solution was to send 100 new employees to a training course for the respective qualification, which was to be organized by a specialized institution in Bucharest during one year. The cost would have been huge, involving specialist lecturers, logistics of the institution that held monopoly over professional development for the job openings in the Romanian Railway System, as well as accommodation and meals for 100 trainees.

I looked for other solutions and finally succeeded, for the first time in post 1990 Romania, in organizing – as a private company – our own course training Railway Engine Mechanics, in Ploiești, in close collaboration with the County Agency for Professional Development (CAPD). We had maximum efficiency:

- We recruited and selected trainees within the unemployed from Prahova County.
- Lecturers were selected within the specialists from the company.
- The company offered classrooms and the necessary logistics so that the practical training could be achieved (engines, carriages, own railway system etc.).
- In close collaboration with CAPD, we succeeded in offering courses during 6 months instead of one full year, following the same requirements of the training procedures.

The whole process was highly successful, but I could not ask myself:

- “What could have been done so that the unpleasant event did not take place?”

- “How could employees have been better motivated and made aware of their importance and how could the company have avoided this situation?”

- “How could loyalty have been obtained as well as devotion and faithfulness from those employees?”

We reached the conclusion that everything started the moment of hiring in an organization, when every person gets a status within the respective organization.

This is a very important phase in the way the respective candidate will finally adapt to the new working environment and consequently is important for his efficiency in the respective job.

A set of behaviors is expected from each employee, and they arise from the role he is about to have within the respective organization.

There is no such thing as a “universal key” meant to open all doors to the management of human resources, but there is an efficient instrument by means of which the employee becomes aware of his responsibilities, skills and prerogatives, as well as his position within the respective company. This instrument may be achieved by a correct analysis and projection of job openings and is called job description.

## **2. Analysis and projection of jobs at S.C. COMPANIA DE TRANSPORT FERROVIAR S.A. (Company for Railway Transport) Bucharest**

S.C. COMPANIA DE TRANSPORT FERROVIAR S.A. (Company for Railway Transport) Bucharest is a privately-owned company that was made from the privatization of specific smaller companies having the following descriptions: Railway transport for merchandise on Romanian railway and industrial railway handling, Construction and repairs for freight cars and carriages, Repairs for electric engines, diesel and electric engines, diesel and hydraulic engines, Construction and repairs for railways.

### **2.1. SWOT analysis**

#### **Strengths:**

-it is a privately-owned company. The company does not face conservatism, stereotypy and professional leveling;  
-it has a modern integrated management system: quality, environment, health and security; it has implemented the integrated management system according to SREN ISO 9001/2001, SREN ISO 14001 and SREN ISO 18001 and has Certificate series SMC no. 059 and Certificate series SMM no. 025 from the Romanian Railway Authority (RRA) Bucharest;

-diversification of products and services:

-construction and repairs for freight cars and carriages;

-construction and repairs for railways;

-freight railway transport;

-repairs for electric engines, diesel-electric engines and diesel-hydraulic engines.

-the products and the services together with the competitive prices offer the company a favorable image, which make the company a market leader.

-it holds the following logistics: engines, cars, carriages, railways etc., and is the only company in Romania having a complete organization of the logistics; the company does not hire third parties for specialist services translating into better prices for their products and profit for the company.

Weaknesses:

-inheriting (by means of privatization) old technologies which further led to higher financial costs for improvement of the installations (the company is in a continuous process of renewing its technology and logistics);

-reduction of cost by reduction of employees, the result being a loss in competence.

Opportunities:

-accession to the European Union and extension of market taking into account that labor is much cheaper than in the EU and quality is high (for example: freight railway transport in Greece);

-positive perception on their products and services on the market;

-taking into account the development potential of the operating areas, the company may integrate vertically and become diversified.

Threats:

-law insecurity;

-intensification of competition;

-the possibility of employee migration towards the competition – which also recruited personnel coming from this company using unorthodox techniques;

-corruption. If we take into account that railway transport is tempting from a financial point of view we may reach the conclusion that there are groups that are interested in showing their influence in this field.

-external migration of highly qualified labor force. It is a known fact that accession to the EU and opening of borders made it easier for Romanian workers to find another job in the European Union.

### **2.2. Analysis and projection of jobs**

The job openings that were analyzed are the following:

- Railway Engine Mechanic – a representative job if we take into account the specificity of the company;

- Chief of Quality Management;
- Executive Manager for CAHQ (Certification, Authorization, Homologation, Quality).

As the main methods and techniques for the current presentation, we used analysis of existing documents (job descriptions, rules of organization, Quality Manual, work instructions etc.), observation, interview and questionnaire. We have also read older job descriptions as well as the current job descriptions, organisation chart and we have gathered information on the general activity of the company and on the job openings that we wanted to analyze. By means of regular visits to the company, I made myself a more formal, official entrance to the jobs to be analyzed; by analyzing the existing documents I could better understand the nature of the job and of its requirements; by observation, I followed the way in which daily activity happened and I could get information on the requirements involved by the specific job opening.

Another method of analysis was the formal interview, which took place following a precise pre-established order. I made a list of 6 questions, designing thus a structured interview, with standard questions for all the three job openings to be analyzed (as well as for other jobs so that we could compare the results).

**Individual specific questionnaire for the job of**

Name of the job: .....

Name of the department including the job: .....

First name, Surname: .....

1. What do you think should be changed in the job description for a better compliance with the current activity?
2. What are the non-conformities you think arise when comparing the content of the job description with the current position?
3. Which are your personal best cards as far as the content of the job description is involved?
4. Do you think that changing the job description in the next 6 months is welcome?

If YES, why?

If NOT, why?

5. Does the job description include all the elements that confirm your training and qualities so that you could be placed in a better position?
6. Do you think there is a need for more autonomy for the job you have?

Date: .....

Signature: .....

We designed the questionnaire to analyze the jobs and as information support that we further used to collect data and information on jobs such as Railway Engine Mechanic, Chief of Quality Management and Executive Manager for CAHQ.

We were aware of the imperfections and risks, even of the errors and distortions it may give, but this method of analysis was very useful, especially because it allowed me, as outside analyst, to collect data on the jobs that would have been less accessible to direct observation.

In order to have a complete image on the way activities are perceived and to have the supervising managers' opinion on these jobs, we also designed specific questionnaires enriching the information we obtained from the owners of the jobs.

**Questionnaire for the supervising manager for the job of**

Name of the job: .....

Name of the department supervising the job: .....

First name, Surname: .....

1. Which are the working conditions for the respective job?
2. What level of education (training) should the owner of such a job have?
3. What is the work experience required for the owner of such a job?
4. What are the psychological characteristics that are involved by such a job?

-skills;

-behavior;

5. Which are the obligatory skills?
6. What equipments are used for this activity? Which are the working conditions (heat, area, noise, temperature)?
7. What performance standards must be met?
8. What is the necessary working schedule?

Date: .....

Signature: .....

**3. Conclusions and suggestions**

As a result of the analysis of the job openings at S.C. COMPANIA DE TRANSPORT FERROVIAR S.A. (Company for Railway Transport) Bucharest, together with the specialist in the field of integrated management designated by the management of the company to take part in this analysis, we can say the following:

- The management of the company is preoccupied with designing the jobs so that they have all the prerogatives, skills and requirements included in the job descriptions; it is worth mentioning that the management is aware of the fact that job descriptions should be changed permanently and this has also been put into practice.
- The management has made available the organization chart of the company and all the job descriptions of the employees, in accordance with the laws in force today in the area of railway transport:
  - Law no. 55/2006 about railway safety;
  - Order of the Transport Ministry no. 535/2007 about the norms to offer license for railway transport on the Romanian Railway system.

This means that jobs are thoroughly described and they are in accordance with the law requirements. For example, a railway engine mechanic cannot have the training, experience, length of service and physical skills that are lower than the standard as they are presented in the laws in force.

- The management of the company understands that analysis of the jobs is an important factor to discover the causes of underperformance and the fact that, by signing the job description, responsibility is also given to the employee. Only if he knows he has some responsibility, the employee may be sanctioned for underfulfillment of tasks. It is worth mentioning that, in the area of railway transport, underfulfillment of some tasks may result in high losses both for the company and for the third parties that are involved.
- The management of the company is constantly interested in analyzing staff competence, because any fall in the competence may have serious negative results. For example, an engine or a car that has not been properly repaired may lead to a disaster and consequently, this means loss for the company, both in image and in finance.
- The management of the company is aware of the fact that the working environment is a dynamic one and is constantly adapting to it.

Taking into account all these observations, in order to improve the resources and working methods as well as to improve the quality of professional life, and to have greater efficiency, I suggest:

- Making an annual objective from job analysis – this should be carried out by means of the methods presented in this study: analysis of existing documents, observation of the activity, interviews, specific questionnaires.
  - Setting up a job for a job analyst who, together with external auditors, should take part in the analysis process and interpret all the data using the techniques mentioned above, design and redesign jobs in accordance with real necessities, workplace dynamics and society dynamics.
  - New projects require new jobs or adaptation of existing jobs to the new reality. For this, I suggest the following projection methods:
    - “job rotation”, that should involve the rise of variety and diversity of tasks by periodically changing work rhythm, adapting it to reality;
    - “job enlargement”, by enhancing prerogatives together with rising compensation for such employees; this will eventually lead to employee satisfaction and high performance for the company.
  - Adopting flexible functioning forms in the form of project teams. For example, for the construction of a certain type of car, a project team should be made of a designer, an engineer, a quality inspector, and the execution staff. The team will be autonomous, thus leading to the acceptance of a larger area of responsibilities. The employees will set their own targets and accept the objectives taking into account the system of rewards and benefits. This approach may be profitable both for the company and for the employees, satisfying their needs.
  - Training and retraining some personnel (usually for jobs that risk not being occupied) in order to avoid the situation we described in the beginning of the paper. This should be set as a management objective: training and retraining employees in the necessary jobs by means of professional development programs.
- In the end, I would like to add that a professional job analysis, which is carried out completely, allows a deeper understanding of the content of the job and its requirements, creating a real basis for making decisions about the staff, which in their turn, put into operations the strategy and policy of a company.

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