

STUDY REGARDING THE MANAGEMENT OF LOCAL POLICEMAN CAREER WITHIN THE REȘIȚA LOCAL POLICE DIVISION PUBLIC SERVICE

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Abstract

The paper entitled Study regarding the Management of Local Policemen Career within the Reșița Local Police Division Public Service aims at highlighting the need for this public service in the Reșița municipality community, the importance of the public office in this context, of the public service, of the public servant with special statute and, last but not least, of the managerial act in the administration of this type of human resources, and implicitly this type of career. Starting from the theoretic identifications and their translation into the practice of the field chosen for research we could conclude that in the development of the local policemen career, a special role is played by the human resources management, especially the management of the career of this value-bearing resource. Our investigation was based on the opinion poll-type inquiry, the main instrument being the questionnaire conceived, administered and then valorised and interpreted. The conclusions generated by this research highlighted step by step, along the activities of the analysed human resources management and implicitly their career management, the actual positive or negative aspects and the fact that the management of human resources and implicitly of their career which, we scrutinised – that of police officer or policeman in short – assures with priority: the observance of the legislation specific to the investigated field, support for the development of the local policemen’s career, their prompt availability in due time, the knowledge and fulfilment of the tasks according to the job and position requirements, all this assures the understanding of the employees’ expectations, of the change of employees’ roles within the organisation depending on their experience and solves the conflicts among the employees. Nevertheless, we identified, in a less significant percentage, some cases of discontent and dissatisfaction, cases that could generate ideas for the extension of the research and of recommendations meant to enhance the investigation usefulness.

Key words: management, human resources, career, public service, public servant, local policeman (in short for policeman and policewoman).

Classification JEL: M1, M12

1. Introduction

The literature points out the fact that management may be defined from two perspectives, that **of the process** and that **of the manager or person who leads**, which in turn represents a part of the human resource in the organisation, focused on the management and administration of human resources and implicitly of their career. From the **process** point of view the Romanian scholars Dănăiață I. and Bibu N.A. consider that „management represents the process of obtaining and combining resources: material, **human**, financial and informational in view of reaching the goal of the respective organisation” (Dănăiață I., Bibu N. A., Predișcan M., 2002, p. 54). Peter Drucker, one of the most famous specialists in management, considered to be a „management guru”, proposes *three postulates*, representing the major task of leadership, namely: establishing the mission of the organisation, assuring a productive operation, regulating responsibility and the related social implications. Thus, we may assert that the **manager** is a person in an organisation who is liable for the labour performances of one or several persons employed by the respective organisation, and his or her efficiency depends in principle on his or her mastery of identifying and applying the **managerial technique** which represents the set of methods, procedures and instruments used by the leaders of an organisation for reaching the set goals in the most efficient manner possible.

In this context, it is necessary to remind that „the management method should meet the following requirements:

- to simplify as much as possible the actions performed for the reaching of the managers’ tasks;
- not to be dominated by too rigid procedures or rules;

- to allow a well weighted control and not to impose the frequent intervention of top managers in the delegated issues;
- to contribute to the growth of management activity efficiency and its measurement etc.” (Andreș S., 2009, p. 14).

Another relevant definition for the requirements of the chosen research topic is: „Management is a process by which things are realised through and with people who act in organised groups” (Bibu N.A., Predișcan M., Sala D.C., 2008, p. 41). Furthermore, „Management represents the process of obtaining and combining resources (material, human, financial and informational) in order to reach the goals of the organisation, in conditions of effectiveness and efficiency.” (Andreș S., 2012, p. 22).

The human resources management implies the following main activities:

- determination of the number of staff necessary from the quantitative and structure'al perspective;
- recruitment and selection of future employees;
- employment, special commendation, appreciation, promotion, recommendation, sanction, training, improvement, protection and hygiene of employees' labour;
- defining positions and motivating employees;
- employees' control and assessment;
- development of employees' career;
- ending the quality of staff member;
- administrative activity.

The renowned management specialist Weber considered that the following activities are especially important: the employee should be employed for life, should have a secure pension, *the public domain employees should build a career, etc.* Starting from these principles, public administration should have in mind that the requirement of the personnel must be made in accordance with the persons' merits, their competences, independently and without political interference. Moreover, several legislative regulations must be proposed, in order to: discourage recruitment of foreigners in top management, stop the arbitrary lay-offs, build flexible structure of positions, classified in management positions and execution positions, elaborate a stable system of salary ranking, make promotions based on efficiency, and offer the employees the opportunity to build their career and to benefit from social protection, and implicitly from a pension. „Depending of the delimitation of the domains of activity, the *positions within an organisation* are: **research-development function, production or operational function, commercial function, personnel function, financial-accounting function**” (Andreș S., 2005, p. 31). Some specialists believe that the following are also **functions of management**: *„planning, organisation, decision, involvement-motivation, assessment-control* (Dănăiață I., Bibu N.A., Predișcan M., 2002, p. 107).

In occupying the public offices one must grant a special attention to the personnel function. „**The personnel function** comprises the set of activities meant to assure the human resources necessary for carrying out the organisation's activities, by which one raises their quality level and assures the efficient use of the labour force” (Andreș S., 2012, p. 48). From the marketing perspective, „the services staff has a very important role within the personnel-based services and a more reduced role within the equipment –based services” (Gherghina L., 2009, p. 24). In providing its services, the Resita Local Police Division Public Service relies on: „human resources (the contact personnel), who contribute to the achievement of the process of community public services providing; and the endowment equipment, generating the motivation or demand for the use of the community police public service, decisively contributing to its satisfaction” (Gherghina L., 2010, p. 90).

In the public institutions, by the personnel policy one realises the **recruitment, selection and appointment of public servants**, as well as the **development of their career, with all the involved sub-activities**. The quality of the sub-components of the process of personnel recruitment and selection depends on the way one *analyses the positions, the job descriptions, the CVs and on the manner in which one realises the operation of interviews and contest tests*.

The motivation of public servants / clerks in public office may be realised in the following **forms**: awarding a higher salary, job or position promotion, introduction of a system of performance indicators. The motivation of the public administration staff is applied less due to the lack of budgetary funds available for salaries, as well as due to the legislation allowing the employment of a publicly servant only if seven positions have been vacated.

The control of public servants is made by the immediate supervisors. The role of control is to measure and assess the objectives and results, using adequate techniques, means and instruments and verifying the levels reached in an impartial manner. The operationalisation of decisions is the major object of control, improving the managers' experience, respecting the interests and development of the organisation.

The assessment of professional performances of public servants is generally done **annually** by:

- *the service coordinator*, by the filling in of the assessment form by the coordinator, as well as by the filling in of the self-assessment form by the employee. Through a negotiation process one establishes the final score;
- *the colleagues*, through the team analysis and assessment.

„Assessment represents a reasoning, usually performed by a supervisor, in relation with the behaviour of an employee at his or her place of work. This reasoning may be expressed in one of the following modalities: **by grading (or scoring), by an inventory, by a professional “balance sheet.”**” (Cole G. A., 2000, p. 330). „The fundamental criterion of **promotion** must be personal merit, performances and capacity to successfully fulfil the tasks of a higher position.” (Petrescu I., 1995, p. 178). One also uses other promotion criteria, such as: *education, length of services and experience*

in the same organisation, knowledge, attitudes and personal qualities. „The development of human resources, as distinct function of the organisation, included, as an essential activity, the employees’ training and professional development.” (Nicolescu O. (coord.), 1996, p. 354).

„**Professional training** is a process of learning / training, by which the employees acquire theoretic and practical knowledge, new abilities or techniques meant to make their current activity more efficient. Unlike training, **professional development** is a more complex process, of training managers or other specialists to assume enhanced responsibilities, in current and future positions.” (Pride W., Hughes R., Kapoor J., 1991, p. 270).

In general the efficiency of public services is determined by the quality of the employed personnel, as they contribute to the obtaining of the intended results, and to the reaching of the set goals. „The quality of services provided by the Local Police Public Service is one of the strategic objectives of the product policy, as it may be verified both by a periodical control of the employed staff, and by marketing surveys polling the citizens’ opinion” (Gherghina L., 2014, p. 218). *The training and professional development of the staff employed by public institutions is made for: upper level management public offices, specialised public offices and public offices for which only secondary education is required.*

2. Survey and case analyses related to the management of local policemen career within the Local Police Reșița Division Public Service

The Local Police was established based on Law 155 of July 12th 2010 – Law of local police, published in Romania’s Official Gazette, Part I, no. 488 of July 15th 2010. By this law one implements the passage from the Community Police to the Local Police, starting with January 1st 2011. Thus, **the Local Police took over the patrimony of the community police structures, the community police staff**, as well as the **personnel from the structure of the Mayor’s specialised apparatus** in charge with the control regarding the discipline in constructions, environment protection and commerce.

At present, the Public Service called „Local Police” carries on its activity based on principles of legality, confidence, predictability and proportionality, openness and transparency, efficiency and effectiveness, responsibility and liability, impartiality and non-discrimination” (Art. 1. (2) of the *Law of local police* no. 155/July 12th 2010).

2.1. General presentation of the survey

In order to conduct the Survey regarding the management of the local policeman career within the Reșița Local Police Division Public Service, we used as **method** for collecting the information the **direct research under the form of opinion poll - occasional inquiry based on a questionnaire, self-administered or administered by the operator**. The collection, centralisation and processing of information required great attention, as the survey was conducted both from a qualitative and a quantitative perspective. When designing the questionnaire we took into account the information existing in the Regulation and legislation governing the Reșița Local Police Division Public Service. We point out that, after the design of the questionnaire, we went to the Reșița Local Police Division Public Service and presented the document to the Executive Director and to the Head of Department for human resources, training SSM and SU, operating some changes depending on their requests. Moreover, we asked the Executive Director the permission to apply the questionnaire in the institution, in the day scheduled for the *professional training of local policemen*, i.e. on the *6th of April 2015, from 8 to 11 and from 16 to 19*. On the scheduled day, we attempted to apply the questionnaire to the entire mass of subjects but for organisational considerations of the Reșița Local Police Division Public Service, 14 *local policeman* were on leaves of absence or were on their free days for the overtime worked in anticipation on Saturdays and Sundays. Thus, we had to question only *part of the sample made of 46 local policemen* of the total 60, and this represented *76.67% to the total number*, in our case natural persons.

The time allotted to the application of the questionnaire was sufficient, as on the average each questionnaire could be administered by the operator / self-administered by the subjects in *5 minutes*, the total time being of around *4 hours* for 46 local policemen. During the interviews we found that the majority of local policemen wished to fill in the questionnaire by themselves. Thus, the local policemen were questioned about the following: *reasons why they chose the current place of work, issues they have to face during the exercise of their job tasks, appreciation of the complexity of their professional tasks, satisfaction regarding the correlation between performances - risks - rewards, types of rewards they received during their career, the manner in which the institutional management system assures them the possibility to develop their career, if they received specialised consulting from the Human Resources Office about promotion, criteria of the professional assessment, details about the annual assessment of professional knowledge and their satisfaction with their current social-professional status, compared to the risks and difficulties of the local policeman profession.*

The grouping of results was done depending on the answer frequency of respondents by the following criteria: *the age criterion*- 3 sub-samples: 18-30 years of age, 31-50 and over 50; *the gender criterion* - 2 sub-samples: men and women; *criterion of completed education* - 2 sub-samples: secondary and higher education; *criterion of public office occupied in the institution* - 2 sub-samples: management position and execution position.

The measurement of the studied phenomena was conducted with the help of the interval *scale*, using as scaling method *the semantic differential* for the *qualitative* questions, and from the quantitative perspective one used the method of *percentages*.

2.2. Analysis, interpretation of results and conclusions

The analysis and interpretation of the information brought about by the results of the survey were performed depending on the respondents' answers to the questionnaire items, on a sample size of 46 subjects of the total 60 local policemen, representing 76.67%. The data obtained were centralised in a programme realised in Microsoft Office Excel, and then copied in tables by types of questions, depending on the section criteria. The indicators were calculated based on the centralised information. The grouping of results was performed depending on the size of respondents and the frequency of answers along the following criteria: age, gender, education completed and public office in the institution, about which we got information in questions from Q1 to Q4.

Q5. Which of the reasons below lay at the basis of the choice of the place of work at the Reșița Local Police Division? (A5.1.) Passion for the position of local policeman; **(A5.2.)** Career development in a public institution; **(A5.3.)** Stability of the place of work and salary incentives; **(A5.4.)** Social status.

As for question Q5 the 46 subjects had the opportunity to choose one single reason as important from the proposed alternatives, which resulted in 46 answers.

Table no. 1 Centralisation of results and calculus of percentage at question Q5 according to the subjects' selection criteria

Subjects' selection criteria	Total	Q5				
		A5.1.	A5.2.	A5.3.	A5.4.	
C1: Age						
18-30	Respondents	1	0	1	0	0
31-50		42	19	8	12	3
over 50		3	2	0	1	0
18-30	%	100	0	100	0	0
31-50		100	45.24	19.05	28.57	7.14
over 50		100	66.67	0	33.33	0
C2: Gender						
M	Respondents	44	20	8	13	3
F		2	1	1	0	0
M+F		46	21	9	13	3
M	%	95.65	43.48	17.39	28.26	6.52
F		4.35	2.17	2.17	0	0
M+F		100	45.65	19.57	28.26	6.52
C3: Completed education						
Secondary	Respondents	29	10	5	11	3
Higher		17	11	4	2	0
Secondary	%	100	34.48	17.24	37.93	10.35
Higher		100	64.71	23.53	11.76	0
C4. Public office occupied						
Management	Respondents	3	1	2	0	0
Execution		43	20	7	13	3
Management	%	100	33.33	66.67	0	0
Execution		100	46.51	16.28	30.23	6.98

Source: Authors' processing

Following the information centralisation and processing, we found that of the 46 subjects, the majority chose their current place of work having as *reason*, in the order of importance:

C1: According to the *age criterion*:

- 18-30 years of age, of the total of 1 subject: career development in the public institution 100% (1 subject);
- 31-50, of the total of 42 subjects: passion for the local policeman position 45.24% (19 subjects out of 46), 28.57% (12 subjects), stability of the place of work and salary incentives, 19.05% (8 subjects) career development in the public institution 7.14% (3 subjects);

- **over 50**, of the total of **3 subjects** *passion for the local policeman position 66.67%* (2 subjects) and *stability of the place of work and salary incentives 33.33%* (1 subject).

C2: According to the *gender criterion*:

- **men**, of the total of **44 subjects**: *passion for the local policeman position 43.48%* (20 subjects), *stability of the place of work and salary incentives, representing 28.26%* (13 subjects), *career development in the public institution 17.39%* (8 subjects) and *social status 6.52%* (3 subjects);

- **women**, of the total of **2 subjects**: *passion for the local policeman position and career development in the public institution 2.17%* (2 subjects).

C3: According to the *completed education criterion*:

- **secondary education**, of the total of **29 subjects**: *stability of the place of work and salary incentives 37.93%* (11 subjects), *passion for the local policeman position 34.48%* (10 subjects), *career development in the public institution 17.24%* (5 subjects) and *social status 10.35%* (3 subjects);

- **higher education**, of the total of **17 subjects**: *passion for the local policeman position 64.71%* (11 subjects), *career development in the public institution 23.53%* (4 subjects) and *stability of the place of work and salary incentives 11.76%* (2 subjects).

C4: According to the *public office criterion*:

- **management public office**, of the total of **3 subjects**: *career development in the public institution 66.67%* (2 subjects) and *passion for the local policeman position 33.33%* (1 subject);

- **execution public office**, of the total of **43 subjects**: *passion for the local policeman position 46.51%* (20 subjects), *stability of the place of work and salary incentives 30.23%* (13 subjects), *career development in the public institution 16.28%* (7 subjects) and *social status 6.98%* (3 subjects).

Following the analysis and interpretation of results we may conclude that the **local policemen chose their current place of work** within the Reșița Local Police Division Public Service having as **reason**, in the order of importance of the total **46 subjects**: *passion for the local policeman position 45.65%* (21 subjects), *stability of the place of work and salary incentives 28.26%* (13 subjects), *career development in the public institution 19.57%* (9 subjects) and *social status 6.52%* (3 subjects).

Q6. In what conditions were you employed in the current position within the Reșița Local Police Division?

For question Q6 the **46 subjects** had the possibility to choose one single answer alternative corresponding to their opinion, according to 4 dimensions of the scale, resulting thus in **45 answers** corresponding to the designed scales, whole **1 answer** is not compliant, being a singular case.

Table no. 2 Centralisation of results and calculus of percentages at question Q6

Variables	By reorganising contest	By promotion contest	By recruitment contest	By transfer	TOTAL
Scale size	4	3	2	1	
Respondents	25	10	8	2	45
%	55.56	22.22	17.78	4.44	100

Source: Authors' processing

We mention that **one of the local policemen was reintegrated** in the Reșița Local Police Division Public Service based on a Court Order which declared him *the winner in the labour litigation*, as he was laid off in the reorganising period. From the centralisation information, we found that of the **45 local policemen**, the authority filled the current position by a **reorganising contest 55.56%** (25 subjects out of 45) and by **promotion contests 22.22%** (10 subjects), as proved also by the results of the calculated *score* of **3.2444**. A lower percentage is represented by the local policemen who filled the current position by **recruitment contest 17.78%** (8 subjects) and by **transfer 4.44%** (2 subjects).

Q7. What issues did you have to face during the exercise of the job tasks? (A7.1.) Supervisor-subordinate relations; (A7.2.) Physical training; (A7.3.) Theoretic training; (A7.4.) High number of misdemeanour perpetrators; (A7.5.) Endowment equipment; (A7.6.) Lack of a setup space destined to lunch break and toilets; (A7.7.) Absence of lunch break hours; (A7.8.) Another issue. Please elaborate ____.

At question Q7 the **46 subjects** had the possibility to choose minimum two issues with priority importance or to suggest one, which resulted in **79 answers**.

Table no. 3 Centralisation of results and calculus of percentages at question Q7 according to the subjects' section criteria

Subjects' selection criteria	Total	Q7								
		A7.1.	A7.2.	A7.3.	A7.4.	A7.5.	A7.6.	A7.7.	A7.8.	
C1: Age										
18-30	Respondents	1	0	0	0	0	0	0	0	1
31-50		72	11	9	5	11	16	6	3	11
over 50		6	2	1	1	0	2	0	0	0
18-30	%	100	0	0	0	0	0	0	0	100
31-50		100	15.28	12.50	6.94	15.28	22.22	8.33	4.17	15.28
over 50		100	33.33	16.67	16.67	0	33.33	0	0	0
C2: Gender										
M	Respondents	75	12	9	6	11	16	6	3	12
F		4	1	1	0	0	2	0	0	0
M+F		79	13	10	6	11	18	6	3	12
M	%	94,93	15.19	11.39	7.59	13.93	20.25	7.59	3.80	15.19
F		5,07	1.27	1.27	0	0	2.53	0	0	0
M+F		100	16.46	12.66	7.59	13.93	22.78	7.59	3.80	15.19
C3: Completed education										
Secondary	Respondents	47	8	4	3	4	12	4	2	10
Higher		32	5	6	3	7	6	2	1	2
Secondary	%	100	17.02	8.51	6.38	8.51	25.53	8.51	4.26	21.28
Higher		100	15.63	18.75	9.37	21.87	18.75	6.25	3.13	6.25
C4: Public office occupied										
Management	Respondents	5	1	1	0	1	1	0	0	1
Execution		74	12	9	6	10	17	6	3	11
Management	%	100	20	20	0	20	20	0	0	20
Execution		100	16.22	12.16	8.11	13.51	22.97	8.11	4.05	14.87

Source: Authors' processing

After the data processing, we found that the highest percentage of subjects **had to face, during the exercise of their job tasks, more than one issue**. Thus, of the total **79 answers** of the subjects, in the order of importance, the issues are:

C1: According to the *age criterion*:

- **18-30**, of the total of **1 answer**: *another issue (adaptation at the new place of work 100%* (1 answer);
- **31-50**, of the total of **72 answers**: *endowment equipment 22.22%* (16 answers), *supervisor-subordinate relations and high number of misdemeanour perpetrators and another issue (ex. stress) 15.28%* (11 answers to 3 variables), *physical training 12.50%* (9 answers), *lack of a setup space for lunch break and of toilets 8.33%* (6 answers), *theoretic training 6.94%* (5 answers) and *no lunch break scheduled 4.17%* (3 answers);
- **over 50**, of the total of **6 answers**: *supervisor-subordinate relations and endowment equipment 33.33%* (2 answers to 2 variables), *physical training and theoretic training 16.67%* (1 answer to 2 variables).

C2: According to the *gender criterion*:

- **men**, of the total of **75 answers**: *endowment equipment 20.25%* (16 answers), *supervisor-subordinate relations and another issue (ex. stress) 15.19%* (12 answers to 2 variables), *high number of misdemeanour perpetrators 13.93%* (11 answers), *11.39%* (9 answers), *7.59%* (6 answers);
- **women**, of the total of **4 answers**: *endowment equipment 2.53%* (2 answers), *supervisor-subordinate relations and physical training 1.27%* (1 answer to 2 variables).

C3: According to the *completed education criterion*:

- **secondary education**, of the total of **47 answers**: *endowment equipment 25.53%* (12 answers), *another issue (ex. stress) 21.28%* (10 answers), *supervisor-subordinate relations 17.02%* (8 answers), *physical training and high number of misdemeanour perpetrators and lack of a setup space for lunch break and of toilets 8.51%* (4 answers to 3 variables), *theoretic training 6.38%* (3 answers), *no lunch break scheduled 4.26%* (2 answers);
- **higher education**, of the total of **32 answers**: *high number of misdemeanour perpetrators 21.87%* (7 answers), *physical training and endowment equipment 18.75%* (6 answers to 2 variables), *supervisor-subordinate relations 15.63%* (5 answers), *theoretic training 9.37%* (3 answers), *lack of a setup space for lunch break and of toilets and another issue (ex. stress) 6.25%* (2 answers la 2 variables), *no lunch break scheduled 3.13%* (1 answer).

C4: According to the *public office criterion*:

- **management public office**, of the total of **5 answers**: *supervisor-subordinate relations* and *physical training* and *high number of misdemeanour perpetrators* and *endowment equipment* and *another issue (ex. stress)* **20%** (1 answer to 5 variables);

- **execution public office**, of the total of **74 answers**: *endowment equipment* **22.97%** (17 answers), *supervisor-subordinate relations* **16.22%** (12 answers), *another issue (ex. stress)* **14.87%** (11 answers), *high number of misdemeanour perpetrators* **13.51%** (10 answers), *physical training* **12.16%** (9 answers), *theoretic training* and *lack of a setup space for lunch break and of toilets* **8.11%** (6 answers to 2 variables), *no lunch break scheduled* **4.05%** (3 answers).

Following the analysis and interpretation of results we may draw the conclusion that local **policemen had to face more than one issue during the exercise of their job tasks**. Thus, of the total of **79 answers** of the subjects, in the order of importance, the issues are: *endowment equipment* **22,78%** (18 answers), *supervisor-subordinate relations* **16.46%** (13 answers), *another issue (stress)* **15.19%** (12 answers), *high number of misdemeanour perpetrators* **13.93%** (11 answers), *physical training* **12.66%** (10 answers), *theoretic training* **7.59%** (6 answers), *lack of a setup space for lunch break and of toilets* **7.59%** (6 answers) and *no lunch break scheduled* **3.80%** (3 answers).

Q8. How do you appreciate the complexity of your professional tasks?

At question Q8 the **46 subjects** had the opportunity to choose one single answer alternative corresponding to their opinion, depending on the 3 scale dimensions, which yielded **46 answers**.

Table no. 4 Centralisation of results and calculus of percentages at question Q8

Variables	High	Medium	Low	TOTAL
Scale size	3	2	1	
Respondents	27	19	0	46
%	58.70	41.30	0	100

Source: Authors' processing

We found that out of the **46 local policemen** most subjects appreciate the *complexity of their professional tasks* as being **high** 58,70% (27 subjects) and only 41.30% (19 subjects) consider it **medium**, the proof being also the *calculated score* of **2.5870**. The variable regarding the **low complexity of professional tasks** was not selected by any policeman.

Q9. Are you satisfied with the awards granted, according to the correlation performances-risks-rewards?

At question Q9 the **46 subjects** had the possibility to choose one single answer alternative corresponding to their opinion, depending on the 4 scale, and thus **46 answers** resulted.

Table no. 5 Centralisation of results and calculus of percentages at question Q9

Variables	very satisfied	Satisfied	Acceptable	Unsatisfied	TOTAL
Scale dimension	4	3	2	1	
Respondents	3	12	25	6	46
%	6.52	26.09	54.35	13.04	100

Source: Authors' processing

According to the results in the table above, we find that out of the **46 local policemen** the majority appreciate that the *awards granted, according to the correlation performances – risks - rewards* is **acceptable** – **54.35%** (25 subjects), **satisfactory** – **26.09%** (12 subjects) and **very satisfactory** – **6.52%** (3 subjects), which is proved also by the *calculated score* of **2.2609**. Only **13.04%** of the subjects (6 subjects) consider that the *reward granted according to eh correlation performances - risks - rewards* is **unsatisfactory**.

Q10. Which are the types of rewards you benefited from in YOUR career? (A10.1.) Salary rewards; (A10.2.) Other financial rewards of the type: bonuses, bonifications, gift coupons etc.; (A10.3.) Attendance of professional enhancement training courses; (A10.4.) Written/oral congratulations, honourable titles, honorific signs and merit diplomas; (A10.5.) Lifting of a disciplinary sanction previously applied; (A10.6.) Salary cut; (A10.7.) Demotion to an inferior position.

At question Q10 the **46 subjects** chose multiple answer alternatives which correspond to reality, which led to **98 answers**.

Table no. 6 Centralisation of results and calculus of percentages at question Q10 according to subjects' selection criteria

Subjects' selection criteria	Total	Q10							
		A10.1.	A10.2.	A10.3.	A10.4.	A10.5.	A10.6.	A10.7.	
C1: Age									
18-30	Respondents	3	1	1	1	0	0	0	0
31-50		89	42	9	14	14	1	8	1
over 50		6	3	1	2	0	0	0	0
18-30	%	100	33.34	33.33	33.33	0	0	0	0
31-50		100	47.19	10.11	15.73	15.73	1.12	9	1.12
over 50		100	50	16.67	33.33	0	0	0	0
C2: Gender									
M	Respondents	94	44	10	16	14	1	8	1
F		4	2	1	1	0	0	0	0
M+F		98	46	11	17	14	1	8	1
M	%	95.92	44.90	10.20	16.33	14.29	1.02	8.16	1.02
F		4.08	2.04	1.02	1.02	0	0	0	0
M+F		100	46.94	11.22	17.35	14.29	1.02	8.16	1.02
C3: Completed education									
Secondary	Respondents	62	29	6	10	8	1	7	1
Higher		36	17	5	7	6	0	1	0
Secondary	%	100	46.77	9.67	16.13	12.90	1.61	11.29	1.61
Higher		100	47.22	13.89	19.44	16.67	0	2.78	0
C4: Public office									
Management	Respondents	5	3	0	1	1	0	0	0
Execution		93	43	11	16	13	1	8	1
Management	%	100	60	0	20	20	0	0	0
Execution		100	46.24	11.83	17.20	13.97	1.08	8.60	1.08

Source: Authors' processing

From the centralisation of results, we found that out of the total **98 answers** of local policemen, they benefited in their career of the following types of rewards, in the order of importance:

C1: According to age criterion:

- **18-30**, of the total of **3 answers**: salary rewards, other financial rewards (bonuses) and attendance of professional enhancement training courses **33.33%** (1 answer to 3 variables);
- **31-50**, of the total of **89 answers**: salary rewards **47.19%** (42 answers), attendance of professional enhancement training courses and written/oral congratulations, honourable titles, honorific signs and merit diplomas **15.73%** (14 answers), other financial rewards (bonuses) **10.11%** (9 answers), lifting of a disciplinary sanction previously applied and demotion to an inferior position **9%** (8 answers), **1.12%** (1 answer to 2 variables);
- **over 50**, of the total of **6 answers**: salary rewards **50%** (3 answers), attendance of professional enhancement training courses **33.33%** (2 answers), other financial rewards (bonuses) **16.67%** (1 answer).

C2: According to the gender criterion:

- **men**, of the total of **94 answers**: salary rewards **44.90%** (44 answers), attendance of professional enhancement training courses **16.33%** (16 answers), written/oral congratulations, honourable titles, honorific signs and merit diplomas **14.29%** (14 answers), other financial rewards (bonuses) **10.20%** (10 answers), salary cut **8.16%** (8 answers), lifting of a disciplinary sanction previously applied and demotion to an inferior position **1.02%** (1 answer).
- **women**, of the total of **4 answers**: salary rewards **2.04%** (2 answers), other financial rewards (bonuses) and attendance of professional enhancement training courses **1.02%** (1 answer to 2 variables).

C3: According to the completed education criterion:

- **secondary education**, of the total of **62 answers**: salary rewards **46.77%** (29 answers), attendance of professional enhancement training courses **16.13%** (10 answers), written/oral congratulations, honourable titles, honorific signs and merit diplomas **12.90%** (8 answers), salary cut **11.29%** (7 answers), other financial rewards (bonuses) **9.67%** (6 answers), lifting of a disciplinary sanction previously applied and demotion to an inferior position **1.61%** (1 answer to 2 variables);

- **higher education**, of the total of **36 answers**: *salary rewards* **47.22%** (17 answers), *attendance of professional enhancement training courses* **19.44%** (7 answers), *written/oral congratulations, honourable titles, honorific signs and merit diplomas* **16.67%** (6 answers), **13.89%** (5 answers), **2.78%** (1 answer).

C4: According to the *public office criterion*:

- **management public office**, of the total of **5 answers**: *salary rewards* **60%** (3 answers), *attendance of professional enhancement training courses and written/oral congratulations, honourable titles, honorific signs and merit diplomas* **20%** (1 answer to 2 variables);

- **execution public office**, of the total of **93 answers**: *salary rewards* **46.24%** (43 answers), *attendance of professional enhancement training courses* **17.20%** (16 answers), *written/oral congratulations, honourable titles, honorific signs and merit diplomas* **13.97%** (13 answers), *other financial rewards (bonuses)* **11.83%** (11 answers), *salary cut* **8.60%** (8 answers), *lifting of a disciplinary sanction previously applied and demotion to an inferior position* **1.08%** (1 answer to 2 variable).

After the analysis and interpretation of results we may state that out of the total **98 answers** of local policemen, they **benefited in their career from the following types of rewards**, in the order of importance: *salary rewards* **46.94%** (46 answers), *attendance of professional enhancement training courses* **17.35%** (17 answers), *written/oral congratulations, honourable titles, honorific signs and merit diplomas* **14.29%** (14 answers), *other financial rewards (bonuses)* **11.22%** (11 answers), *salary cut* **8.16%** (8 answers), *lifting of a disciplinary sanction previously applied* **1.02%** (1 answer) and *demotion to an inferior position* **1.02%** (1 answer).

Q11. How does the institutional management system assure the opportunity of YOUR career development? (A11.1.) By legal regulations (initial training specialisation course; professional enhancement course); **(A11.2.)** By individual study; **(A11.3.)** By analyses and research specific for the field of human resources management.

At question Q11 the **46 subjects selected multiple answer alternatives** corresponding to reality, and thus **60 answers** resulted.

Table no. 7 Centralisation of results and calculus of percentages at question Q11 according to subjects' selection criteria

Subjects' selection criteria	Total	Q11			
		A11.1.	A11.2.	A11.3.	
C1: Age					
18-30	Respondents	2	1	1	0
31-50		52	40	11	1
over 50		6	3	3	0
18-30	%	100	50	50	0
31-50		100	76.92	21.16	1.92
over 50		100	50	50	0
C2: Gender					
M	Respondents	57	42	14	1
F		3	2	1	0
M+F		60	44	15	1
M	%	95.00	70	23.33	1.67
F		5.00	3.33	1.67	0
M+F		100	73.33	25	1.67
C3: Completed education					
Secondary	Respondents	38	29	9	0
Higher		22	15	6	1
Secondary	%	100	76.32	23.68	0
Higher		100	68.18	27.27	4.55
C4. Public office					
Management	Respondents	2	2	0	0
Execution		58	42	15	1
Management	%	100	100	0	0
Execution		100	72.41	25.87	1.72

Source: Authors' processing

Following the data processing, we found that out of the total of **60 answers** of local policemen, they consider that the **institutional management system assures the opportunity of their career development, as follows**:

C1: According to the *age criterion*:

- **18-30**, out of the total of **2 answers**: *by legal regulations (initial training specialisation course; professional enhancement course) and by individual study 50%* (2 answers to 2 variables);
- **31-50**, out of the total of **52 answers**: *by legal regulations (initial training specialisation course; professional enhancement course) 76.92%* (40 answers), *by individual study 21.16%* (11 answers), *by analyses and research specific to the field of human resources management 1.92%* (1 answer);
- **over 50**, out of the total of **6 answers**: *by legal regulations (initial training specialisation course; professional enhancement course) and by individual study 50%* (3 answers to 2 variables).

C2: According to the *gender criterion*:

- **men**, out of the total of **57 answers**: *by legal regulations (initial training specialisation course; professional enhancement course) 70%* (42 answers), *by individual study 23.33%* (14 answers), *by analyses and research specific to the field of human resources management 1.67%* (1 answer);
- **women**, out of the total of **3 answers**: *by legal regulations (initial training specialisation course; professional enhancement course) 3.33%* (2 answers), *by individual study 1.67%* (1 answer).

C3: According to the *completed education criterion*:

- **secondary education**, out of the total of **38 answers**: *by legal regulations (initial training specialisation course; professional enhancement course) 76.32%* (29 answers), *by individual study 23.68%* (9 answers);
- **higher education**, out of the total of **22 answers**: *by legal regulations (initial training specialisation course; professional enhancement course) 68.18%* (15 answers), *by individual study 27.27%* (6 answers), *by analyses and research specific to the field of human resources management 4.55%* (1 answer).

C4: According to the *public office criterion*:

- **management public office**, out of the total of **2 answers**: *by legal regulations (initial training specialisation course; professional enhancement course) 100%* (2 answers);
- **execution public office**, out of the total of **58 answers**: *by legal regulations (initial training specialisation course; professional enhancement course) 72.41%* (42 answers), *by individual study 25.87%* (15 answers), *by analyses and research specific to the field of human resources management 1.72%* (1 answer).

After the analysis of the and interpretation of results we may conclude that out of the total of **60 answers** of local policemen, they consider that the **institutional management system assures the opportunity of their career development** by: *legal regulations (initial training specialisation course; professional enhancement course) 73.33%* (44 answers), *individual study 25%* (15 answers) and *analyses and research specific to the field of human resources management 1.67%* (1 answer).

Q12. In view of promotion, have you received specialised consulting from the Human Resources Office within the institution? (A12.1.) Yes; (A12.2.) No

At question Q12 the **46 subjects** had the possibility to choose one single answer alternative of those proposed, which led to **46 answers**.

Table no. 8 **Centralisation of results and calculus of percentages at question Q12 according to subjects' selection criteria**

Subjects' selection criteria	Total	Q12		
		A12.1.	A12.2.	
C1: Age				
18-30	Respondents	1	1	0
31-50		42	27	15
over 50		3	3	0
18-30	%	100	100	0
31-50		100	64.29	35.71
over 50		100	100	0
C2: Gender				
M	Respondents	44	30	14
F		2	1	1
M+F		46	31	15
M	%	95.66	65.22	30.44
F		4.34	2.17	2.17
M+F		100	67.39	32.61
C3: Completed education				
Secondary	Respondents	29	19	10

Higher		17	12	5
Secondary	%	100	65.52	34.48
Higher		100	70.59	29.41
C4. Public office				
Management	Respondents	3	1	2
Execution		43	30	13
Management	%	100	33.33	66.67
Execution		100	69.77	30.23

Source: Authors' processing

By processing the collected data, we found that out of the total **46 answers** of local policemen, they affirm that, **in view of promotion, they received specialised consulting from the Human Resources Office within the institution**, as follows:

C1: According to the *age criterion*:

- **18-30**, out of the total of **1 answer**: *affirmative answers* (YES) **100%** (1 answer);
- **31-50**, out of the total of **42 answers**: *affirmative answers* (YES) **64.29%** (27 answers), *negative answers* (NO) **35.71%** (15 answers);
- **over 50**, out of the total of **3 answers**: *affirmative answers* (YES) **100%** (1 answer).

C2: According to the *gender criterion*:

- **men**, out of the total of **44 answers**: *affirmative answers* (YES) **65.22%** (30 answers), *negative answers* (NO) **30.44%** (14 answers);
- **women**, out of the total of **2 answers**: *affirmative answers* (YES) **2,17%** (1 answer), *negative answers* (NO) **2.17%** (1 answer).

C3: According to the *completed education criterion*:

- **secondary education**, out of the total of **29 answers**: *affirmative answers* (YES) **65.52%** (19 answers), *negative answers* (NO) **34.48%** (10 answers);
- **higher education**, out of the total of **17 answers**: *affirmative answers* (YES) **70.59%** (12 answers), *negative answers* (NO) **29.41%** (5 answers).

C4: According to the *public office criterion*:

- **management public office**, out of the total of **3 answers**: *negative answers* (NO) **66.67%** (2 answers), *affirmative answers* (YES) **33.33%** (1 answer);
- **execution public office**, out of the total of **43 answers**: *affirmative answers* (YES) **69.77%** (30 answers), *negative answers* (NO) **30.23%** (13 answers).

After the results analyses and interpretation we may draw the conclusion that the local policemen, **in view of their promotion, received specialised consulting form the Human Resources Office within the institution**. Thus, out of the **46 answers** the *affirmative* ones (YES) were **67.39%** (31 answers), and the *negative* ones (NO) were **32.61%** (15 answers).

Q13. What are the criteria underlying the professional assessment of local policemen ? (A13.1.) Medical; (A13.2.) Psychological; (A13.3.) Professional expertise; (A13.4.) Physical training; (A13.5.) Shooting with the endowment weapon

At question Q13 the **46 subjects chose multiple answer alternatives** which correspond to reality, which led to **182 answers**.

Table no. 9 Centralisation of results and calculus of percentages at question Q13 according to subjects' selection criteria

Subjects' selection criteria	Total	Q13					
		A13.1.	A13.2.	A13.3.	A13.4.	A13.5.	
C1: Age							
18-30	Respondents	5	1	1	1	1	
31-50		165	30	31	42	24	38
over 50		12	2	2	3	2	3
18-30	%	100	20	20	20	20	20
31-50		100	18.18	18.79	25.45	14.55	23.03
over 50		100	16.67	16.67	25	16.66	25
C2: Gender							
M	Respondents	173	31	32	44	26	40

F		9	2	2	2	1	2
M+F		182	33	34	46	27	42
M	%	95.05	17.03	17.58	24.17	14.29	21.98
F		4.95	1.10	1.10	1.10	0.55	1.10
M+F		100	18.13	18.68	25.27	14.84	23.08
C3: Completed education							
Secondary	Respondents	114	19	20	29	19	27
Higher		68	14	14	17	8	15
Secondary	%	100	16.67	17.54	25.44	16.67	23.68
Higher		100	20.59	20.59	25	11.76	22.06
C4. Public office							
Management	Respondents	12	3	3	3	1	2
Execution		170	30	31	43	26	40
Management	%	100	25	25	25	8.33	16.67
Execution		100	17.65	18.24	25.29	15.29	23.53

Source: Authors' processing

After processing the results, we found that out of the total of **182 answers** of local policemen the majority **know the professional assessment criteria**. Thus, in the order of their choice, these are:

C1: According to the *age criterion*:

- **18-30**, out of the total of **5 answers**: *medical, psychological, professional expertise, physical training and shooting with the endowment weapon 20%* (1 answer to 5 variables);
- **31-50**, out of the total **165 answers**: *professional expertise 25.45%* (42 answers), *shooting with the endowment weapon 23.03%* (38 answers), *psychological 18.79%* (31 answers), *medical 18.18%* (30 answers), *physical training 14.55%* (24 answers);
- **over 50**, out of the total **12 answers**: *professional expertise and shooting with the endowment weapon 25%* (3 answers la 2 variables), *psychological, medical and physical training 16.67%* (3 answers to 3 variables).

C2: According to the *gender criterion*:

- **men**, out of the total **173 answers**: *professional expertise 24.17%* (44 answers), *shooting with the endowment weapon 21.98%* (40 answers), *psychological 17.58%* (32 answers), *medical 17.03%* (31 answers), *physical training 14.29%* (26 answers);
- **women**, out of the total of **9 answers**: *medical, psychological, professional expertise and shooting with the endowment weapon 1.10%* (2 answers to 4 variables), *physical training 0.55%* (1 answer).

C3: According to the *completed education criterion*:

- **secondary education**, out of the total **114 answers**: *professional expertise 25.44%* (29 answers), *shooting with the endowment weapon 23.68%* (27 answers), *psychological 17.54%* (20 answers), *medical and 16.67% physical training* (19 answers to 2 variables).
- **higher education**, out of the total **68 answers**: *professional expertise 25%* (17 answers), *shooting with the endowment weapon 22.06%* (15 answers), *medical and psychological 20.59%* (14 answers), *physical training 11.76%* (8 answers).

C4: According to the *public office criterion*:

- **management public office**, out of the total **12 answers**: *medical, psychological, professional expertise 25%* (3 answers to 3 variables), *shooting with the endowment weapon 16.67%* (2 answers), *physical training 8.33%* (1 answer);
- **execution public office**, out of the total **170 answers**: *professional expertise 25.29%* (43 answers), *shooting with the endowment weapon 23.53%* (40 answers), *psychological 18.24%* (31 answers), *medical 17.65%* (30 answers), *physical training 15.29%* (26 answers).

After the analysis and interpretation of results we may conclude that out of the total of **182 answers** of local policemen the majority of local policemen **are aware of the professional assessment criteria**. Thus, in the order of their selection, they are: *professional expertise 25.27%* (46 answers), *shooting with the endowment weapon 23.08%* (42 answers), *psychological 18.68%* (34 answers), *medical 18.13%* (33 answers) and *physical training 14.84%* (27 answers).

Q14. The annual assessment of professional knowledge: What does it consist of? (A14.1.) Written test: testing the theoretic knowledge and practical abilities by the elaboration of a paper and / or solving quiz tests; **(A14.2.)** Verifications regarding the physical training: resilience, speed and abdominal flexion; **(A14.3.)** Test regarding the shooting with the endowment weapon; **(A14.4.)** Test regarding the computer operation skills;

At question Q14 the **46 subjects** chose multiple answer alternatives which corresponds to reality, and **92 answers** resulted.

Table no. 10 Centralisation of results and calculus of percentages at question Q14 according to subjects' section criteria

Subjects' selection criteria	Total	Q14				
		A14.1.	A14.2.	A14.3.	A14.4.	
C1: Age						
18-30	Respondents	1	1	0	0	0
31-50		83	41	6	36	0
over 50		8	3	1	3	1
18-30	%	100	100	0	0	0
31-50		100	49.40	7.23	43.37	0
over 50		100	37.50	12.50	37.50	12.50
C2: Gender						
M	Respondents	88	43	7	37	1
F		4	2	0	2	0
M+F		92	45	7	39	1
M	%	95.66	46.74	7.61	40.22	1.09
F		4.34	2.17	0	2.17	0
M+F		100	48.91	7.61	42.39	1.09
C3: Completed education						
Secondary	Respondents	60	29	6	24	1
Higher		32	16	1	15	0
Secondary	%	100	48.33	10	40	1.67
Higher		100	50	3.13	46.87	0
C4. Public office						
Management	Respondents	5	3	0	2	0
Execution		87	42	7	37	1
Management	%	100	60	0	40	0
Execution		100	48.28	8.04	42.53	1.15

Source: Authors' processing

Following the results from the above table, we found that out of the total of **92 answers** of the local policemen, most state that the **annual assessment of professional knowledge** is performed as follows:

C1: According to the *age criterion*:

- **18-30**, out of the total of **1 answer**: by *written testing of theoretic knowledge and practical abilities by the elaboration of a paper and / or solving quiz tests* **100%** (1 answer);
- **31-50**, out of the total of **83 answers**: by *written testing of theoretic knowledge and practical abilities by the elaboration of a paper and / or solving quiz tests* **49.40%** (41 answers), by *testing the shooting with the endowment weapon* **43.37%** (36 answers), by *physical training testing* (resilience, speed and abdominal flexion) **7.23%** (6 answers);
- **over 50**, out of the total of **8 answers**: by *written testing of theoretic knowledge and practical abilities by the elaboration of a paper and / or solving quiz tests* and by *testing the shooting with the endowment weapon* **37.50%** (3 answers), *physical training testing* (resilience, speed and abdominal flexion) and by *testing the computer operation skills* **12.50%** (1 answer).

C2: According to the *gender criterion*:

- **men**, out of the total of **88 answers**: by *written testing of theoretic knowledge and practical abilities by the elaboration of a paper and / or solving quiz tests* **46.74%** (43 answers), by *testing the shooting with the endowment weapon* **40.22%** (37 answers), *physical training testing* (resilience, speed and abdominal flexion) **7.61%** (7 answers) and by *testing the computer operation skills* **1.09%** (1 answer).
- **women**, out of the total of **4 answers**: by *written testing of theoretic knowledge and practical abilities by the elaboration of a paper and / or solving quiz tests* and by *testing the shooting with the endowment weapon* **2.17%** (2 answers to 2 variables).

C3: According to the *completed education criterion*:

- **secondary education**, out of the total of **60 answers**: by *written testing of theoretic knowledge and practical abilities by the elaboration of a paper and / or solving quiz tests* **48.33%** (29 answers), by *testing the shooting with the*

endowment weapon **40%** (24 answers), *physical training testing* (resilience, speed and abdominal flexion) **10%** (6 answers) and by *testing the computer operation skills* **1,67%** (1 answer).

- **higher education**, out of the total of **32 answers**: by *written testing of theoretic knowledge and practical abilities by the elaboration of a paper and / or solving quiz tests* **50%** (16 answers), by *testing the shooting with the endowment weapon* **46,87%** (15 answers), *physical training testing* (resilience, speed and abdominal flexion) **3,13%** (1 answer).

C4: According to the *public office criterion*:

- **management public office**, out of the total of **5 answers**: by *written testing of theoretic knowledge and practical abilities by the elaboration of a paper and / or solving quiz tests* **60%** (3 answers), by *testing the shooting with the endowment weapon* **40%** (2 answers);

- **execution public office**, out of the total of **87 answers**: by *written testing of theoretic knowledge and practical abilities by the elaboration of a paper and / or solving quiz tests* **48,28%** (42 answers), by *testing the shooting with the endowment weapon* **42,53%** (7 answers), *physical training testing* (resilience, speed and abdominal flexion) **8,04%** (37 answers), and by *testing the computer operation skills* **1,15%** (1 answer).

Following the analysis and interpretation of results we may draw the conclusion that out of the total of **92 answers** of local policemen the majority claim that the **annual assessment of professional knowledge** is performed by *written testing of theoretic knowledge and practical abilities by the elaboration of a paper and / or solving quiz tests* **48,91%** (45 answers) and *testing the shooting with the endowment weapon* **42,39%** (39 answers). A lower percentage state that the **annual assessment of professional knowledge** is made also by *physical training testing* (resilience, speed and abdominal flexion) **7,61%** (7 answers) by *testing the computer operation skills* **1,09%** (1 answer).

Q15. Taking into account the risks and difficulties of the local policeman profession, do you consider that your present social-professional status is satisfactory ?

At question Q15 the **46 subjects** had the opportunity to select one single answer alternative corresponding to their opinion, according to the 5 scale dimensions, which resulted in **46 answers**.

Table no. 11 Centralisation of results and calculus of parentages at question Q15

Variables	Very much	Much	Not much / not little	Little	Very little	TOTAL
Scale dimension	5	4	3	2	1	
Respondents	2	5	29	6	4	46
%	4.35	10.87	63.04	13.04	8.70	100

Source: Authors' processing

After having centralised and processed the data obtained, we find that out of the **46 local policemen** the majority consider that in comparison with the *risks and difficulties of the profession a local policeman is exposed to, their current social-professional status satisfies them not much/not little 63,04% (29 subjects) which is proved by the **calculated score of 2.8913**. A lower percentage of local policemen consider that compared to the *risks and difficulties a local policeman is exposed to, their current social-professional status satisfies them little 13,04% (6 subjects), **much 10,87%** (5 subjects), **very little 8,70%** (4 subjective) and **very much 4,35%** (2 subjects). If we leave aside the variable *not much/not little* and we sum up the **positive variables 15,22%** (4.35%+10.87%) and **negative variables 21,74%** (13.04%+8.70%) we may conclude that on the whole, compared to the *risks and difficulties of the profession a local policeman is exposed to, their current social-professional status brings them little satisfaction*.**

3. Conclusions

From the analysis of the investigation results, it follows that on the level of the researched institution the management observes the legislation in vigour, which governs the human resources management and the local policemen career management, and this management is absolutely necessary in order to manage such structures with diversified requirements, complex and risky activities, but in some sub-activities or on certain managerial levels it does not fully satisfy the needs of employees, especially of the youth and women, especially in relation with the equitable treatment in the career development, specialised consulting from the Human Resources Office within the institution in view of promoting, rewarding granted in consideration of the correlation performances- risks -reward, which in their case is only acceptable (in a rather high percentage 54.35%), the rest of percentages being assigned to satisfactory rewarding. Moreover, the significant percentage afferent to sanctions as negative motivation, as well as the preponderant stress on the career of employees with higher education does not reflect the manifestation of a modern management and we appreciate that in this context also it would be necessary to enhance the professional training and improvement of managers in the field of human resources management.

Keeping in mind the restructuring operated in the autumn of 2010 and the *overburdening with tasks and attributions of the local policemen* within the Reșița Local Police Division Public Service, we reached the conclusion

that one has to rethink the *organisational structure, the position diagrams, the job requirements, as well as the maximisation increase of the number of local policemen from one to 2 local policemen for 1000 inhabitants*. In other words, one must endeavour that **career management** and **human resources management** become an important and high-priority activity in the *management of local policemen*, which may be accomplished by the three functions, i.e.: **control, guidance and management**. This means that the leadership must be permanently preoccupied by the **professional training and improvement** of local policemen, both on the executive level, and on the managerial level. **Control** must be performed on the basis of: *a legal frame allowing investigations and sanctions; actual mechanisms of disciplinary, civil, contravention and penal liability, involvement of civil society and consulting*. **Guidance** may take place through the following *three elements: a commitment clearly expressed by the political leaders; an ethics guide expressing values and standards; activities of professional socialisation, as well as training sessions on topics of ethics and profession*. **Management** may be realised by a *stable status of public servants based on efficient policies of human resources and coordination of this infrastructure by the National Agency of Public Servants*.

The local police managers must know all the **principles of ethics, deontology and value, and respect the objectives of external communication**, which are: *unitary application of legislation, equitable treatment, promotion of voluntary conformation, commitment regarding the free information of citizens, transparency, quality of information, mutual respect, adaptation to the requirements of taxpayers or citizens, awareness of their opinion*. It is known that the efficiency of the Reșița Local Police Division Public Service is determined by the quality of the local policemen. The professional and managerial competence are absolutely mandatory, as they lie at the basis of decision making in relation with the prediction of future evolution, organisation of activity, management of human resources, motivation of employees and control of the manner of processes deployment. As regards the managerial **strategy of human resources** we may say that, within the Reșița Local Police Division Public Service, the percentage of the occupied positions has had an ascendant evolution, which means that the service is appreciated by the citizens who desire to find a job. The strategy was focused also on the impact of *management on competitiveness*, taking into account the fact that modern institutions tend toward the externalisation of services, and the private domain extended its activity, comprising also such types of services.

That is precisely why we appreciate that the **strategy of motivation of the personnel employed** within the Reșița Local Police Division Public Service must be concretised in:

- The application of a **new remuneration system** (including the adequate bonuses) according to the **quality** requirements, as well as of the **food norm**.
- The employment in full and the **promotion of the personnel by contest**, according to the law, but also on the basis of a code of **assessment rules** resulting from the requirements of the respective job description;
- Attendance of **training programmes** of the training personnel will be made according to a system of **assessment based on competence** with the support of the Caraș-Severin County Police Department.

The results of this survey will constitute the foundation of enhanced research in the field or of comparisons with other investigations related to the domain of public administration or to the private sector.

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