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### A DECADE FROM THE MAJOR LAYOFFS IN THE JIU VALLEY

This essay is an overview of how the population of the largest coalfield of Romania Jiu Valley, the perceived major staff cuts in the mining industry, the solutions required for economic rehabilitation of the area and difficulties of everyday faced by residents of the region.

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### ДЕСЯТИЛЕТИЕ ИЗ КРУПНЫХ УВОЛЬНЕНИЙ В ЖИУ

Это эссе обзор того, как население крупнейших угольных месторождений в Румынии Жиу, воспринимаемый крупные сокращения персонала в горнодобывающей промышленности, решения, необходимые для восстановления экономики области и трудности повседневной с которыми сталкиваются жители региона.

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### POSSIBILITIES OF INCREASING THE PERFORMANCES IN HUMAN RESOURCES DOMAIN FROM THE PERSPECTIVE OF PSYCHOSOCIOPROFESIONAL REENGINEERING

Focus strategy

- The development of all management processes of human resources, so that the coherent management activity plan can be realized;
- The modernization of initial forming system and initial training of the staff so that this can assure the necessary professional competence;
- The improvement of activities from the motivational sphere, of psychological assurance and labor relations, so that it could be obtained the increasing of the staff's satisfaction compared with their own professional expectations and of those related with the social status and in the same time the harmonization of the institution's interests with those of her workers.

Reengineering means redesigning the operational processes which implies breaking the status-quo and transforming the intervention in a real change of culture. The human resources management must apply the economic and organization process redesign, but that cannot be achieved without work process redesign. Thus, a human resources management must be retaken into consideration, reexamining the hiring methods and the work relationships as a whole and their great diversity of forms and approaches of work organization, of labor and of management methods.

The final goal of reengineering is to achieve a great change which leads to a substantial profit, productivity, services and products quality increasing by maximizing the individual and group competences of all human resources which offers possibilities of increasing the performances of an enterprise

The paper refers to the necessity of the psychologist in active involvement in the human resources management ( at unit level ) and at the correct method of involving the psychologist in the work analysis.

The professional establishment is a useful tool in order to make the ideal candidate profile in the activities of staff recruiting and selecting, of reorganizing or evaluating the existing employees. All those factors may contribute to improve the selection and instruction criteria, being a premise of the articulation of some packets of concrete measures in order to make lucrative the activity of the National Company of Pitcoal.

• **Purpose and objectives in work and organizational psychology from the perspective of psychosocioprofessional reengineering regarding the evaluation of employees at C.N.H.S.A. Petrosani.**

Work as an object of study and practical applications is also found in the domain of work and organizational psychology. The concept of work, the activity of working suffered a series of changes in content and form especially in the last decades, thing that must be taken into account the moment we talk about work analysis and human resources management.

In this sense the next aspects are found:

- hirings, the working program are not full time, but the employee can have more occupations
- skills, manual abilities are replaced with knowledge as a basis for work
- services have taken a large scale
- hierarchies and bureaucracies are replaced with networks and partnerships
- large mobility of the working places
- sex roles are not rigid anymore

The working analysis process represents the foundation of any action and activities in the domain called „ work and organizational” and it is found in:

- human resources management
- the evaluation of work and performances
- organizational interventions: motivation, work conflict, occupational stress, organizational changing, prevention of accidents.

• **Proposals regarding the evaluation of professional performances from the perspective of psychosocioprofessional reengineering**

For an evaluation of professional performances from the perspective of psychosocioprofessional reengineering I propose the following modifications:

- The planification of the evaluating proces
- The verification and review of the job description ( work analysis on the item in question if necessary )
- The consultation of the management team regarding the strategy and the following directions of development;
- Establishing the need to supplement modification or reconstruction of existing assessment system or establish criteria for effective professional if there is not an implemented evaluating system.

- The construction of evaluating system on the settled criteria
- Validation of rating system
- Implementation of assessment system
- Establish a committee of evaluators and evaluation framework
- Training of assessors
- Handing materials and assessment tools
- Ongoing assessments
- Analysis of evaluation results
- Extraction of assessment reports
- We provide personal feedback
- Evaluate assessment system

The SWOT Analysis

An example of used technique in the analysis procedure of organizational climate is „The SWOT Analysis”. It is a frequently used technique by the specialized consulting firms in crisis analysis, when they prepare major changes in an institution or when they want to restore the initiative, the desire to improve business etc. This technique is used as a preliminary study of a situation and allows taking into account of what is essential for the development of intervention scenarios and the search of some solutions to solve problems or work efficiency.

For the case study I considered two brigades that develop their activity within E.M. Lupeni, namely brigade A - front mechanized slaughter operation and brigade B - slaughter operation undermined front bench. There have been taken in consideration the following aspects: record, functional mobility, education, age, function which has within the brigade. Figures 1-5, are submitted statements from the two brigades of workers taken in the study:

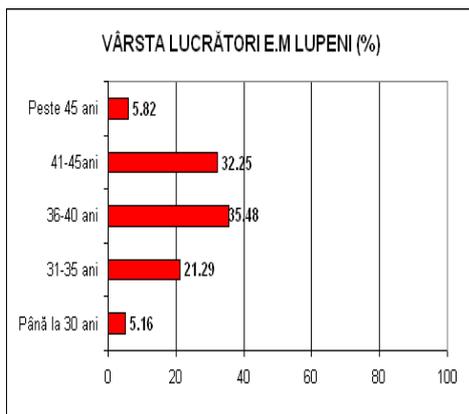


Fig.nr.1. Vârsta brigada A

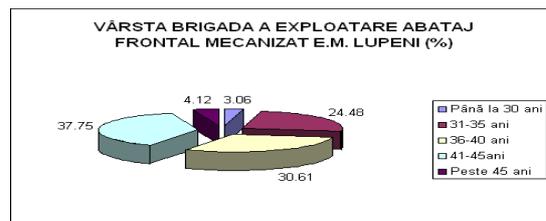
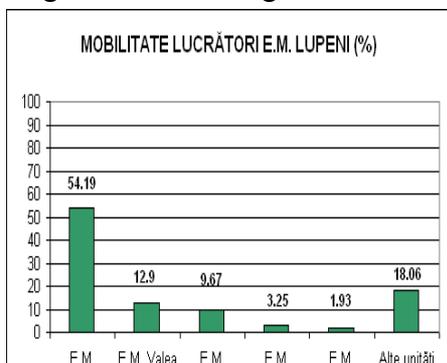


Fig.nr.2 Age brigada A

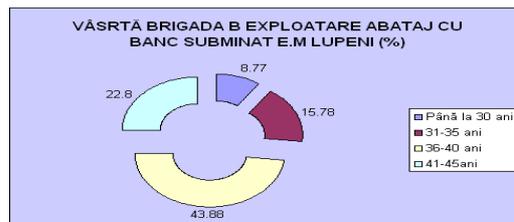


Fig.nr.3 Age of E.M. Lupeni's workers

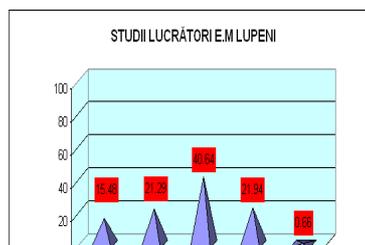


Fig.nr.4 Age brigade B

Fig.nr.5 E.M. Lupeni's workers mobility

From figures 1-5 , it is concluded that there is a concentration of the majority of people on an age range between 35-45 years old, due to their employment slowdown and interruption since 2001. This things make that the number of persons that can leave the system through the facilities offered by the collective firing programs of the company and the staff's downsizing on natural inland in the view of the following years, to be very low. It may thus prevent the adverse effects on perpetuating the tradition of teaching the newcomers. As well it is found a low level of education, almost half of the brigade staff has studies at vocational school, even the head brigade. I proposed that for these „decizional factors” rom the base of the pyramid ( head brigade ) to exist the obligativity of their training and continue forming in what regards human resources management, through corresponding modifications in the job descriptions.

It is mentioned that both the professional forming and the psychological evaluations are made within SALVAMIN Petrosani ( branch of C.N.H. Petrosani ) where exists a Center of professional training and specialists psychologists, so that such costs shall be made through compensations. The evaluation follows the creation of incentive systems for assessing employee performance. The evaluating process allows the employees to identify the domains which have deficientes, to help the workers to establish or not the changing of staff from the posts they occupy. Thus low costs that are attributable to ongoing training of staff within C.N.H. Petrosani, lead to average or poor results, imposing itself as action , the more effective use of human resources, of profitability and growth of labor productivity.

- **Opportunities of improving the organized learning**

- **1.Developing learning organizations**

There are factors that make this change. The organizations do not develop organically in learning organizations. It has been found that as organizations grow, they lose their capacity to learn things such as structures, and individual thinking becomes rigid. When problems appear in companies, the solutions that are proposed often prove to be just for a short period of time ( one single loop of learning ), and the problems remain without beeing completely resolved.

- **2.Benefits of a learning organization**

There are many benefits for the improvement of learning capacities and for the exchange of knowledge in an organization. The main benefits are:

- Maintaining the level of innovation and remain competitive;
- Best placing to respond to external pressures;
- Possession of a better understanding of the link resources for the customer's needs;
- Improving the quality of results at all levels;
- Improving corporate image, making it the targeting of more people.

### **Conclusions**

➤ The need for evaluating an organization's employees is imposed by the accelerated rhythm of the technical-scientific development, by the implementation of new technologies and by the internationalization of the competitive market. In this context, competence is imposed more and more as a propeller of the country economy. Thus, evaluating the competences has become a necessity asked by the organizations, no matter what nature they have, nowadays.

➤ For a favorable organizational climate to exist, those factors that generate satisfactions or dissatisfactions in the work field are necessary to be identified, trying to eliminate the employees' dissatisfaction and adding those motivating factors to create satisfaction feelings.

➤ The existence of a low level of education including the team leader resulted from the SWOT analyze, applied in the two brigades of E.M.Lupeni. I suggest the compulsoriness for education for those "decision factors" on the base of the pyramid concerning the human resources management by adequate changes in the job record cards.

➤ Supporting a legislative initiative to support the enterprisers in the Jiu Valley in order to develop businesses based on supplying materials and spare parts needed for mining activities sustained by the N.C.P. and in this way sustaining the elimination of the immobile stocks, reducing the stocks with a reduced movement and obtaining the supplies on lower prices is one of the priorities resulted from the SWOT analyze.

➤ The organization may offer workers recognition, promotion, salary, job security, working conditions, incentive tasks.

➤ The relation between motivation and satisfaction in professional activity is mediated by the climate/ organizational culture and particularly by building elements, offered to workers by the organization. Motivation, satisfaction and climate/ organizational culture variables ( building elements ) that mediate the relation motivation-satisfaction are predictors of professional performance;

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### **POSSIBILITIES OF INCREASING THE PERFORMANCES IN HUMAN RESOURCES DOMAIN FROM THE PERSPECTIVE OF PSYCHOSOCIOPROFESIONAL REENGINEERING**

The most important conclusion of this analysis is that realizing the report between possibility and necessity resulted that there already are the conditions for another type of projection to the human resources management. If until now we were mostly preoccupied by the tactical aspect of the human resources issue, now we consider that it is time for a change of approach.

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### **ВОЗМОЖНОСТИ ПОВЫШЕНИЯ ПРОДУКТИВНОСТИ В РАЗВИТИЕ ЛЮДСКИХ РЕСУРСОВ ДОМЕЙНА С ТОЧКИ ЗРЕНИЯ ПСИХОЛОГО- СОЦИАЛЬНОГО ПРОФЕССИОНАЛЬНОГО РЕИНЖИНИРИНГА**

Наиболее важный вывод из этого анализа, что для реализации проблемы, описанной в статье от возможности и необходимости, уже есть условия для другого типа проекции на человеческие ресурсы управления. Если до сих пор мы были в основном озабочены тактический аспект вопроса человеческих ресурсов, в настоящее время мы считаем, что настало время для изменения подхода.

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### **ОСНОВНІ НАПРЯМКИ РЕФОРМУВАННЯ ТА ПІДВИЩЕННЯ ФІНАНСОВОЇ САМОСТІЙНОСТІ МІСЦЕВИХ БЮДЖЕТІВ**