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**Recruitment and Selection of Staff - Key Components for the  
Reform of the Romanian Police**

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**Abstract:** Human resource management is a complex and dynamic process, whose components interrelate and reinforce one another, constantly evolving due to internal influences or because of external pressures. This is a cyclical process, and its "beginning" is represented by the recruitment and selection of staff. In the present context, when the labor market has changed so dramatically, and the demands of the employers are also ever more complex, these activities prove to be essential for the further development and success of any organization. This happens because recruitment and selection of the most suitable people result in obtaining employees who possess multiple skills and qualifications, and who are able to readily obtain high performance, an enhancement of their motivations, building a strong and lasting team, and thus ensure excellent results for the company and the ability to adapt to the present day continuous changes. Therefore, professionally addressing the Romanian Police staff recruitment and selection is absolutely necessary. If the recruitment activities will point out the most suitable people, with potential for development in the organization, a quality selection activity may be the guarantee of identifying the candidates who have the knowledge, skills and abilities needed to transform the potential capabilities into professionalism. Only organizations that will know how to build multidisciplinary, competent and motivated teams will be ready to face new challenges.

**Keywords:** staffing; staff recruitment; staff selection; employment in the Romanian Police

## **1 Introduction**

In the current economic context it is very important for organizations to view their employees as a priority, since they may represent one of their most valuable assets. Although many companies admit to the importance of the human factor for the success of the organization, however, not always do they prove consistency between this idea and some means of implementing it into practice. Even in times of economic recession, organizations should view staff costs not as an arbitrary cost, which may be reduced or eliminated, according to the size of the budget available, but as an investment in a strategic resource, whose results become more evident in time and that can generate the ability of survival, adaptation and development of a company in a changing environment (Purda-Nicoară (Netotea-Suciu) Valeria-Liliana-Amelia, 2011). Although it is possible that the investment in people is not sufficient for ensuring an increase in the quality and efficiency of the activities, it certainly is a need. Moreover, all other human resources management processes depend on the quality of the people employed.

The reform of the Romanian Police, in the present geo-political context, characterized by increasing globalization, and considering the Romania's obligations and responsibilities as a member of NATO and the European Union, requires clarification of issues related to human resources, their qualitative and quantitative restructuring, the professionalization of the institution. In order to complete the

transformation process began by the Romanian Police after 1989, it is essential to continue the modernization of human resource management and to make the legislation changes necessary to achieve uniformity of the differences among Member States, so that the Romanian police has a similar status to that of the officers in the other NATO or EU countries.

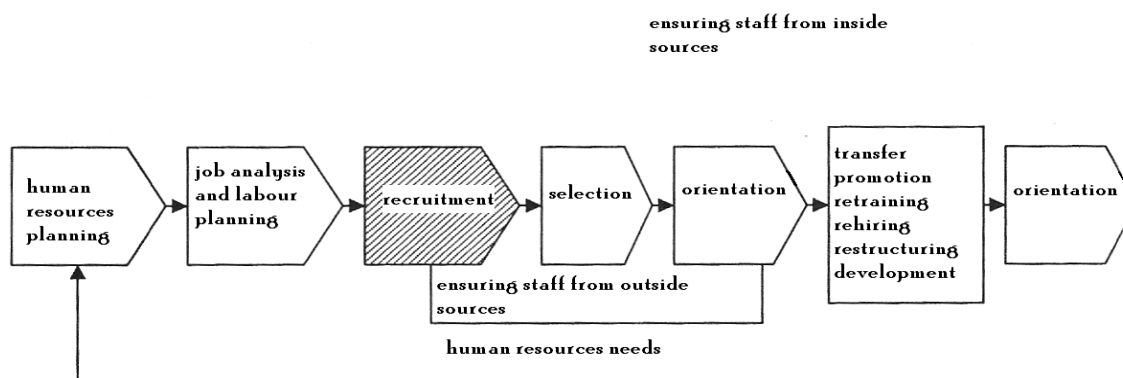
During the current period - perhaps the most difficult since 1989, the Romanian police needs to pay a special interest to activities of staff recruitment and selection, as well as to training and professional development, assessing and motivating, establishing values, objectives and clear criteria for promotion in terms of career development for its employees, all of the above making it more likely to attract and retain the best people and achieve their full potential.

In this context, this present paper aims at a theoretical approach to recruitment and selection processes in the Romanian Police, in the light of the specific activity of this institution.

## 2 Content and Role of the Staffing Process

Synthetically, some experts in human resource management believe that the staffing of an organization, which is also known as employment, is based on several activities, namely: human resource planning, recruitment and selection (David J. Cherrington, quoted Aurel Manolescu, Viorel Popescu, Alexandrina Deaconu, 2007, p. 271).

According to other authors, the staffing process is a sequence of specific human resource activities that are reinforcing one another, and that are absolutely necessary to meet individual and organizational aims (Fig. 1, LA Klatt, RG Murdick and FE Schuster, quoted in Aurel Manolescu, Viorel Popescu, Alexandrina Deaconu, 2007, p. 271).



**Figure 1 Ensuring staff**

(According to Aurel Manolescu, Viorel Popescu and Alexandrina Deaconu)

The analysis of this model shows that the staff can be ensured from outside the organization (in which case we should consider recruitment, selection and integration of staff) or from within it, a situation which involves movement of personnel due to transfers, promotions, retraining, redeployment, etc. Changes in the number of employees can be a result of retirement, resignation, dismissal or death. In addition to the above activities, as part of an organization's staffing other activities are also included, such as: human resource planning, job analysis and labor planning (Fig. 1).

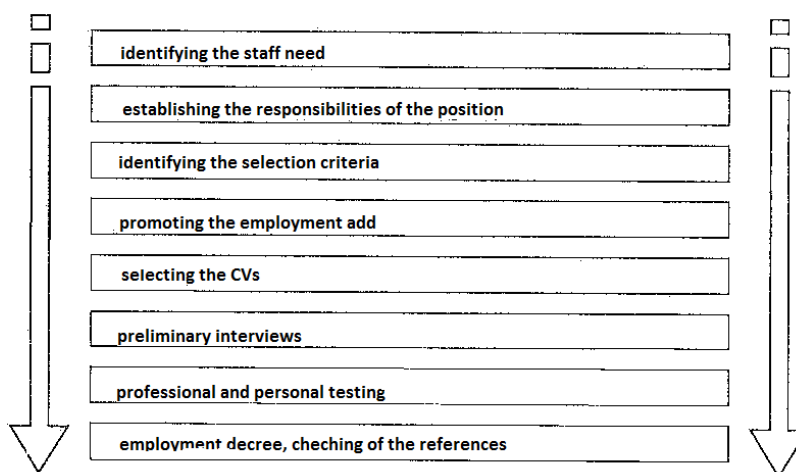
**Staff recruitment** is the job of the human resource management department, which identifies the sources of qualified candidates to fill a position, and makes them apply to fill new or vacant positions

within an organization. HR professionals (Aurel Manolescu, Viorel Popescu, Alexandrina Deaconu, 2007, p. 270) defined **recruitment** as "the process of searching for, locating, identifying and attracting potential candidates, from among whom will be elected the capable candidates, who eventually, prove the professional characteristics necessary or best meet the requirements of the current and future vacancies. " Consequently, recruitment must be addressed primarily as effective staff selection depends largely on the quality of the recruitment process, providing potential candidates for employment positions - in sufficient number and of appropriate quality to meet the requirements of the vacancies for the organization, so that the organization can choose the most suitable ones, to meet the employment needs.

**Human resources selection** is to choose, according to certain criteria, the candidate whose profile best matches the psychical, social and professional characteristics of a specific job.

Selection is one of the most important human resource management activities currently carried out by organizations, ensuring that vacant positions are filled with people who are not only suitably qualified according to the job requirements, but also flexible, willing and able to cope with change (Donald Currie 2009, p. 129).

The selection policy of the organization is part of its overall policy. In the process of staffing, human resources selection follows, logically, the phases of human resource planning activities, job analysis and job design and recruitment. While most experts in the field of personnel recruitment and selection treat these as separate functions, especially considering that the selection begins where recruitment ends (AH Anderson, quoted in Donald Currie, 2009, p. 110), there are authors as Beardwell et al (2004), for example, who see such activities as embedded in their view "the recruitment and selection process is to identify, attract and choose the right people to meet the human resources needs of an organization," , thus the two activities are inseparable (Breadwell J., L. Holden and T. Claydon, quoted in Donald Currie, 2009, p. 110). Georgeta Pânișoară and Ovidiu Ion Pânișoară (2007) view the human resources recruitment and selection process as a whole, made up of several stages, as shown in the figure below (Fig. 2, George and John, Ovidiu Pânișoară Pânișoară, 2007, pp 33-34):



**Figure 2 Stages of recruitment and selection**

*(According to Georgeta Pânișoară and Ion Ovidiu Pânișoară)*

In practice, recruitment and selection is a continuous process, the two functions can not have an end one without the other. In carrying on these activities, human resource practitioners use different methods and

techniques and, to understand these, and for theoretical reasons, it is recommended to treat staff recruitment and selection separately.

### **3 Particularities of the Activities of Recruitment and Selection of Staff in the Romanian Police**

Recruitment and selection activities of the Romanian Police staff aim to provide trained, competent, honest, goal-oriented, personnel, dedicated to organization interests, able to fulfill the responsibilities incumbent upon them by law, with professionalism and respect for social and institutional values. Currently, human resources management activities within the Romanian Police are governed by Order no. 665 of 28/11/2008 regarding some activities in human resource management units of the Ministry of Interior and Administrative Reform, published in the Official Gazette, Part I no. 833 of 11.12.2008 and "The Concept of the Romanian Police staff recruitment and selection" ([http://www.politiaromana.ro/recrutare\\_personal/conceptie\\_recrutare\\_personal.pdf](http://www.politiaromana.ro/recrutare_personal/conceptie_recrutare_personal.pdf), accessed on 04/14/2011).

According to the above concept, recruitment and selection of personnel is one of the biggest challenges the Romanian Police must face nowadays, as it must ensure the identification of cross-motivated candidates with an appropriate level of training for the job they are to occupy. In this context, a priority should be the rethinking of the field in question so that the system of recruiting and selecting of staff can respond to the needs of updating, adaptation and progress and also to eliminate the shortcomings that still persist in the selection and recruitment of police officers.

The key objectives of recruitment and selection of officers, mentioned in the document mentioned above, are:

- recruitment and selection of candidates based on their skills;
- objective and impartial evaluation of candidates based on clearly defined professional standards;
- occupation of each position with the best fitted person to maintain institutional efficiency;
- insurance that the overall diversity of the police is reflected in the recruitment and selection process for all candidates;
- adoption of best European and international practices;
- compliance with the representation percentage of women and minorities in the police.

The responsibility for implementing the concept of recruitment and selection of staff falls to the General Inspectorate of Romanian Police and the Director of Human Resources Management with the GIRP is responsible for the compliance of the recruitment and hiring of personnel activities, from the administrative point of view. The same document states that the process of filling the personnel vacancies in the Romanian Police will be made in accordance with the procedures established for this purpose, with the purpose to ensure that all hiring decisions are based on objective and transparent criteria, and that all candidates are treated fairly.

**Support measures** for recruitment and selection activities aiming to achieve this goal are as follows ([http://www.politiaromana.ro/recrutare\\_personal/conceptie\\_recrutare\\_personal.pdf](http://www.politiaromana.ro/recrutare_personal/conceptie_recrutare_personal.pdf), accessed on 04/14/2011):

- performing an audit of all job requirements and providing a uniformity to all units through the creation of uniform professional standards;

- approved vacant positions and their related functions are available to all managers involved in recruitment, selection and promotion, by means of internal communication;
- vacancies will be published in the media, including national minority media;
- collecting statistical data from applicants to determine whether or not the full range of possible candidates was covered (making surveys, questionnaires);
- development of a report by the beneficiary of the selection process on the activities of employment, which will include any proposals for revision of the recruitment process;
- the "Career" section of the Romanian Police website will be continually updated by this notice ensuring that every citizen has access to information on vacancies and is able, through the process of transfer / promotion, to apply for a vacant position.

To develop the concept mentioned, we performed an analysis of the Romanian Police employment offer, on which occasion we identified a number of "strengths" that may positively influence the perception of potential candidates on the institution and the desire to fit in this system:

- job security;
- average income above that in the public sector, but still below the average private sector;
- opportunities for further training of personnel;
- police work use of advanced technologies;
- opportunities for promotion, based solely on the professionalism and competence;
- an attractive retirement plan;
- public prestige.

This analysis revealed the existence of opportunities that will benefit the Romanian Police during the course of recruitment and selection of staff, of which we mention ([http://www.politiaromana.ro/recrutare\\_personal/conceptie\\_recrutare\\_personal.pdf](http://www.politiaromana.ro/recrutare_personal/conceptie_recrutare_personal.pdf) , accessed on 04/14/2011):

- Romania currently has over 100 institutions of higher education, from which specialists can be recruited and selected;
- partnerships with institutions, governmental or nongovernmental organizations and associations;
- development of projects with the private sector - Microsoft, IBM, SIVECO IRSA etc.
- technology: information on recruiting is posted online;
- advertising can be made on various other sites for the target audience (e.g.: [www.referate.ro](http://www.referate.ro)), and by the media;
- information can be disseminated at various events with the participation of citizens;
- information can be transmitted in schools, with prevention programs, but also outside of schools, but also with the help of the teachers, in counseling classes.

In an attempt to broaden the areas from which the personnel is selected, and thereby to secure the best possible quality of the people employed, in recent years, the Romanian Police has clearly expressed an interest in obtaining data on community perceptions about the institution, and, in this context, several steps have been taken ([http://www.politiaromana.ro/recrutare\\_personal/conceptie\\_recrutare\\_personal.pdf](http://www.politiaromana.ro/recrutare_personal/conceptie_recrutare_personal.pdf) , accessed 04/14/2011):

- talks with citizens or their representatives, carried out by the proximity police officers;
- discussions with teachers in schools;
- meetings with citizens, made during the course of programs in different locations;
- posting questionnaires on the website of the Romanian Police;

- introducing in some surveys, conducted with support from the Institute for Crime Research and Prevention and other independent specialized institutions some aspects about people's perceptions on issues like the police institution, but also on the police profession and guidance of people into the profession (for specific target groups), as, for example, the survey conducted by IMAS Romnibus in September 2009 on a sample of 1245 people, on people's perceptions towards the police.

Assessment of community perceptions is important for the Romanian Police mainly because it is the mirror image of the institution. Secondly, the importance of the information on the image of the institution is that it provides relevant data on community expectations about the policemen, especially those who have direct contact with citizens, which can be exploited in the process of recruitment and selection of staff. While the concept of the Romanian Police on staff recruitment and selection guidelines these processes, practical issues related to job analysis, job description preparation and management, personnel recruitment and selection exercise of professional guardianship, completion of the profession, granting of the professional/ military degree and promoting officers to the next level are governed by Order no. 665 of 28/11/2008 regarding some activities in human resource management in the Ministry of Interior and Administration. According to this Order, filling vacancies through internal recruitment is achieved primarily through the distribution of graduates of educational institutions of the MAI, other educational institutions that have personnel trained for the needs of Interior and Administrative Reform Ministry and, also, by:

- a) promotion;
- b) relocation for work;
- c) transfer;
- d) competition or examination, if necessary, notwithstanding the provisions of art. (1) By: detachment, relocation, on request, empowering for the vacant managerial positions, according to the law, etc.

To fill vacancies, they shall constitute, by order of the day of the unit commander, the vacancy committee, consisting of the direct head of the structure in which there is the vacancy, his direct superior, as well as the unit psychologist, where there is such a position. In order to fill the vacancy, the committee will conduct the following activities (<http://www.legex.ro/Ordin-665-28.11.2008-91670.aspx> , accessed 04/11/2011):

- they identify the staff who meet the requirements of the vacancy and who have the potential for professional development through promotion or reassignment, in the order of the activities established by this order;
- they carry on an interview, with the personnel identified as mentioned above, based on the provisions of the job description, and professional issues;
- they propose, along with the human resources department, the date and the type of exam for filling the vacancy;
- before leaving the service, the commission proposes the members of the competition, committee, unless the contest is held to fill vacancies in the MIA leadership competence.

Promoting guards in the officer corps is generally done by competition for filling vacant posts which include positions for officers. The internal source recruitment process aims at identifying and attracting candidates who meet the requirements of the job and are employed in the unit or other units of the MAI, to fill vacancies. Recruitment from external sources aims to identify and attract candidates who meet the legal requirements and specific criteria necessary to enter professions and occupations specific to public

order and security as well as specialized functions to fill vacancies that could not be filled through internal source recruitment. Recruitment from external sources allows the enrollment in the contest to fill vacancies of all categories of candidates who meet the job requirements. To enter the competition, candidates must meet the following conditions provided by art. 20 of Order No. 665/28.11.2008 on some activities in human resources management of MIA ( <http://www.legex.ro/Ordin-665-28.11.2008-91670.aspx> , accessed 11/04/2011):

- they must have Romanian citizenship and residence in Romania;
- they must master written and spoken Romanian language;
- they must have full legal capacity;
- they must be declared "fit" in terms of health, physically and psychically, medical health checks, physical and mental health will be performed by specialized structures of the Ministry of Administration and Interior;
- they must be aged at least 18 years old, and in the case of candidates for admission in educational institutions of the Ministry of Interior, they must turn 18 during the year they participate in the competition;
- they must have studies according to the requirements of the job for which they apply, and candidates for admission in educational institutions of the Ministry of Interior must be graduates of high school with a baccalaureate diploma; the proof of graduation is a diploma or certificate showing that they sat and passed the school exams;
- they must have a proper conduct permitted and practiced in society;
- they must have no criminal record and they must not be under criminal investigation or trial for committing crimes, except the situations in which they were rehabilitated;
- they must not have been dismissed from public office for the last seven years;
- they must not have conducted political police activities, as defined by law;
- they must meet the requirements of Art. 10 pars. (3) of Law no. 360/2002 on the Statute of the policeman (the candidates who passed an admission exam in educational institutions of the Ministry of Administration and Interior, as well as persons to be assigned directly to the police should not be a member of any political party or organization with political character ");
- they must meet specific conditions for a competitive civil service employment with a special status.

Recruitment criteria are set, with respect to the conditions and criteria stipulated by the valid legislation, according to the specific professional activity for which there is the vacancy. The recruitment criteria, as well as information on auditions, thematic bibliography and the schedule of the contest, are brought to the attention of those interested by the ads posted on the website of the organizing institution and / or in the press. It is not possible to employ from an external source persons who have had this quality, if ( <http://www.legex.ro/Ordin-665-28.11.2008-91670.aspx> , accessed 11/04/2011):

- a) they have ceased their employment relations in terms of art. 69 c), h), i) and k) of Law 360/2002 on the status of the policeman, as amended and supplemented;
- b) they have been placed in reserve in accordance with Art. 85 d), i), j), k) and Art. Nr.80/1995 87 of the Law on the Statute of the military, as amended and supplemented.

Human resources departments are responsible with carrying out the following activities related to recruitment ( <http://www.legex.ro/Ordin-665-28.11.2008-91670.aspx> , accessed 04/11/2011):

- they identify and they apply the most efficient and effective advertising methods and techniques to attract potential candidates for admission to educational institutions of the Ministry of Interior and Administrative Reform and jobs that were not occupied from internal sources;
- they present to those interested the educational offer of the training institutions of the Ministry of Interior and Administration and / or career paths to graduates of these institutions;
- they direct candidates to educational institutions of the Ministry of Interior and Administrative Reform, which are in best agreement with their skills, advising candidates on their potential professional future;
- they check that, in compliance with the requirements, the documents required to start the recruitment file are proper in form and content;
- they elicit checks in the records of the police and the Romanian Intelligence Service on the candidate;
- they prepare files for recruiting candidates who meet specific conditions and criteria established under the valid legislation, and who have presented the necessary documents for registration for the competition / exam in due time;
- they make tables containing the names of the candidates for admission to attend educational institutions, both on paper and magnetic media;
- they send the files to the organizers of the admission / recruitment competition.

For internal recruitment, records and tables shown above are transmitted to the educational institutions at the time established by the Director General of the Directorate General of Human Resource Management, and if the recruitment was carried out from an external source, the files are kept in the organizing unit until the end of the contest. Unsuccessful candidates may request and receive the personal documents from the recruitment files, based on signature, after displaying the results of the competition.

As stated in the order mentioned, *the competition file* is prepared by the human resources department, and it shall include the following documents:

- an extract from the day order by which the committees and subcommittees have been formed;
- a copy of the announcement posted on the website or, where appropriate, published in newspapers, and posted on the bulletin board;
- a schedule of the examination / competition;
- the applications of the candidates to participate in the examination / competition;
- the candidates' written examination papers and the recording / transcript of the interview on professional topics;
- the minutes of the contest committee and, where appropriate, sub-committees and the settlement of disputes;
- the minutes of the record of the conduct of examination / competition and the results of the candidates;
- the exam / competition docket;
- the appeals, where applicable, as well as the way they were solved.

In order to participate in the examination / contest for feeling the vacancy, each candidate who meets the legal conditions and job requirements shall prepare and submit the following documents in the recruitment folder ( <http://www.legex.ro/Ordin-665-28.11.2008-91670.aspx> , accessed 04/11/2011):

- registration application and CV;



- certified copies of documents attesting education level and specialization as stipulated in the job requirements;
- copies of ID, employment record and, where appropriate, military record;
- certified copies of birth certificate of the applicant, spouse and each child, of the marriage certificate as well as court decisions on civil status;
- autobiography, and the table with the candidate's relatives
- the criminal record;
- a characterization from the previous job, or from the institution of education for the graduates in the first year after graduation;
- 3 ID-size photographs;
- two color photos 9 x 12 cm;
- standard medical record for employment in the Ministry of Interior and Administrative Reform;
- psychological examination certificate;
- statement confirming knowledge and acceptance of the conditions of recruitment.

The file of each candidate who meets the legal conditions and job requirements is filled by the recruitment compartment with the following documents:

- a knowledge note, only for candidates who "pass" the exam/competition;
- an address by which, after checking the conditions and criteria for participation in the examination / competition, the candidate is informed that he/she can not participate.

The competition to fill vacancies can, depending on the specific tasks of those positions, include the following tests:

- an interview on professional subjects;
- an evaluation of physical performance;
- a practical skills assessment test, with direct relevance to the job performance;
- a written test required for testing the knowledge on performance of job duties.

Findings of the final results of each competition tests are marked with grades from 1 to 10, and the minimum grade to promote the competition is 7.00, except for the physical test, where the assessment and promotion are made according to specific internal regulations. Candidates who have passed the test are declared "pass" and those who have not passed are declared "rejected". The final grade is the average score of the marks obtained from each competition and it is the criterion for differentiating between candidates. The candidate who obtained "pass" on all tests, and scored the highest, is declared as "pass". The stage in the professional career of a police officer between appointment and the definitive exam is the period of professional training.

To support the police officer's social and occupational integration, as well as that of the pupils and students in the unit, during the professional training period, or internship, where appropriate, professional tutoring operates on the following:

- university graduates employed in positions of police or military personnel;
- police and military staff assigned from external source in units of the MAI
- police and military personnel who have moved / have been transferred to another division / another General Inspectorate, if their activity profile was changed in the process;
- policemen who have gone into the body of police officers such as soldiers and non-commissioned officers who promoted to the officer corps.

On expiry of the period discussed above, the police officers who meet the following conditions are become definitive in the profession:

- they are assessed as "suitable", following the evaluation of their activity in the period of professional training;
- they have passed the definitive exam.

If the policeman does not meet the above conditions, he or she is dismissed from the police force, according to human resource management competences.

#### 4 Conclusions

The Romanian Police, a structure of the Ministry of Administration and Interior, having a great social responsibility, must aim at attracting and maintaining the type of individual that can meet the standards of a professional police officer, despite the budgetary constraints that it has to face and the difficult period it is passing at present (Purda-Nicoară (Netotea-Suciu) Valeria-Liliana-Amelia, 2011). It is also necessary that, by efficient recruitment and selection activities, The Romanian Police should look for, identify and keep the persons who wish for a professional career in law enforcement, rather than a constant salary. It is preferable that this institution should hire fewer police officers, but of higher professional quality, rather than a larger number, but with a performance liable to affect the citizens' trust. (Glenn, RV et al, 2003). Also, in order to keep loyal competent personnel, and to decrease the human resources fluctuation, it is necessary to train the staff all along their career, for an improvement in their professional abilities, an enhancement of the sense of commitment, and an understanding of the social responsibility, as well as establishing clear promotion criteria, and motivational methods which should keep up professionalism in the police force.

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\*\*\*Conceptia Poliției Române de recrutare și selecție a personalului”, „The Concept of the Romanian Police staff recruitment and selection”, ([http://www.politiaromana.ro/recrutare\\_personal/conceptie\\_recrutare\\_personal.pdf](http://www.politiaromana.ro/recrutare_personal/conceptie_recrutare_personal.pdf), accessed on 14.04.2011).