

# STRATEGIC OBJECTIVES IN HUMAN RESOURCES MANAGEMENT AT OLTCHIM S.A RM.VALCEA

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*This communication concentrates on personnel strategies at Oltchim SA Ramnicu Valcea. There is a problem at human resources department in recruiting qualified employees, therefore they have to focus on implementing HR strategies in such way they could reach their objectives in the area of attracting valuable personnel as well as respecting their general management policy.*

*Here are some ideas in doing all of these by developing training and mentoring services either from inside or outside the company.*

*Is this for sure that implementing such services inside Oltchim SA is about organizational culture, managerial skills and effectiveness, and the role of emotions in organizational life.*

*Key words: Human Resources(HR), HR Management, motivation, mentoring, emotional intelligence, personnel strategies, training.*

Speaking in terms of HR politics, there are some problems in recruiting qualified personnel as engineers and physicians at Oltchim SA Rm.Valcea but not only.

The audit of the qualifications realized by “Romanian National Observatory”(hosted within the Institute of Education Sciences(IES) showed that business environment changes quickly and because of that, there appears new needs of personnel qualifications and new ways of increasing the productivity. The same audit remarks that at the level of production and maintenance, there is a tremendous deficit of specialists corresponding to a high level of technology development.

Oltchim Rm Valcea could keep a competitive advantage for medium and long term, by focusing on human resources strategies that can reach the following specific actions:

- The human resources orientation over client (marketing orientation), by fulfilling the project orientation objectives.
- Maintaining the transparency of information needed all over the HR department, opening and keeping new communication channels, improving communicational climate, both formal and informal.
- Developing professional abilities and interpersonal communication skills( cooperation, improving motivation and dealing with emotions in organizational behavior, team work, etc) of the human resource;

The personnel strategy proposed by Oltchim SA Rm.Valcea consists in:

- A large perspective and a dynamic vision over human resources;
- The definition of the general objectives for medium and long term concerning human resources strategies.

For establishing its own personnel strategy, Oltchim SA works on these following elements:

- Increasing, integration, diversification and developing of the production market;
- Increasing the efficiency of the products on the national and international markets in a way that Oltchim SA can get a higher profit level in the company.

- Developing the scientific and technical capacities of the most valuable employees in the domains considered strategic for the company.
- Cooperation with companies specialized in providing professional training services.

In the context of what we presented before, the future priorities in the area of human resources are:

- **Elaboration and improving the personnel strategy by:** The continue analyze of the entire activity for Oltchim SA Rm Valcea which includes:

h) general evaluation of the company focusing on a good business plan.

Business planning might appear very complex but in essence it's common sense, and begins with some very simple business start-up principles.

- i) The analyze of the human resources that the institute has and the chances and risks specific, by:
- ◆ Establishing the portfolio of human resources;
  - ◆ The analyze of the existing situation, of the distributed tasks and of the motivational system.
- j) Creation of a favorable external medium for the Oltchim SA, by:
- ◆ A good advertising for Oltchim SA.
  - ◆ Creation of interesting jobs;
  - ◆ Developing strategies for attracting valuable personnel.
  - ◆ The increase of the rate of occupation in the areas with high potential of added evaluation.
- k) To be in consonance with European politics in human resources the company will adopt its own strategy.
- l) Establishing derived strategies, in specific areas of the personnel activities, in consonance with the concrete conditions of the moment

- **Professional training of the personnel by:**

- a) actions which consist in :
- ◆ internal courses;
  - ◆ developing partnerships for elaboration and implementation the strategies in continuous professional training;
- b) Assuring the adequate resources for the continuous professional training:
- ◆ Financing by OLTCHIM of some activities for professional training ;
  - ◆ Attraction of external financing by common programs of professional training;
  - ◆ Extension of the collaboration with the net of suppliers by professional training.
- c) Easier access to continuous professional training :
- ◆ Identification of the tasks of training, focusing on the basic components;
  - ◆ Approaching the professional training initial and continuous by the perspective of activity areas;
  - ◆ Access to the market offer for continuous professional training;
  - ◆ Utilization of the obtained knowledge ;
  - ◆ Financial support of the institute for the employees which participate to the professional training forms;
  - ◆ Noticing the evolution of the access to the continuous professional training.
- d) Promoting professional training:
- ◆ Increase the access to a job which is superior to the wage –class;
  - ◆ Remuneration according with studies.
- e) Increasing the number of employees with superior qualification :

- ◆ Reducing the personnel with medium studies;
  - ◆ Increasing the number of personnel with scientific titles;
- f) Promoting the work teams from different areas , internal and external.

- **Promoting the adaptability of the personnel and increasing the work productivity by:**

- a) Noticing the aspects which influenced the personnel, presentation to the decision factors of the complicated situations and the proposal for solving them:
- ◆ Establishing the causes which increase the emigration of personnel;
  - ◆ Material motivation for the specialists;
  - ◆ Politics for keeping the personnel with high qualification;
  - ◆ Implementing periodical brainstorming meetings for collecting good ideas in the complex area of motivating the personnel.
- b) Implementation of the legislation concerning the security and the health of the personnel, including the work time, for:
- ◆ Encouraging the progress in career ;
  - ◆ Assuring a good equilibrium between professional life and family;
- c) Professional training for adaptation to the job:
- ◆ Access to information;
  - ◆ Teams from different areas;
  - ◆ Giving support and trust; involving in the specific decisions of the job by creating a mentoring program.
- **Prolonging the active life by:**
  - ◆ Flexible work schedule;
  - ◆ Attracting in consultancy activities;
  - ◆ Promoting the adaptability;
  - ◆ Work teams with personnel with different ages.
  - **Increasing income policy for motivating personnel:**
  - ◆ Assuring attractive salaries ;
  - ◆ Improving the conditions and the remuneration system.

**Implementation and reporting personnel strategy:**

- a) noticing the efficiency of the programs and measures adopted by:
- ◆ creation of an informational net between sectors;
  - ◆ noticing and informing about occupancy of personnel;
  - ◆ periodical evaluations of the taken decisions about personnel;
- b) Mobilization to all implicated factors in implementation of the personnel policy by:
- ◆ Improving the importance of HR department;
  - ◆ Improvement of informatics system;
  - ◆ Dissemination of the specific information;
  - ◆ Working with specific procedures;
  - ◆ Maintaining the dialogue between administration and the representative of the employees, in purpose of solving immediately the problems which may appear in implementation of the work rapport in the different areas of activity.

Taking in consideration the structural modifications from romanian economy, the present strategy sets the general frame for establishing derivate projects and programs.

Implementation of the strategy of personnel at Oltchim SA Rm Valcea, goes to:

- Increasing the efficiency of all activities;
- Consolidation of the personnel stability;
- Promoting the adaptability of the personnel;
- Assuring equal chances on the work market;
- Regaining the central position of the scientific research, technological development and rising the performances in this area to the global standards.

The priorities and the objectives of the General Strategy for Oltchim SA Ramnicu Valcea for the period 2006-2013 take in consideration the area of scientific research, technological development and innovation, respecting the European Policy in the system of research in Chemistry.

For assuring the contribution of Oltchim SA Rm Valcea to the romanian integration in european environment, the company researchers will follow as a priority the participation of Oltchim SA in both national and european programmes.

For this, Oltchim SA Rm Valcea developed an infrastructure which sustains the creation and the development of its own specific areas of research.

The investments program of Oltchim SA Rm Valcea is taking in consideration the realization of the National Excellence Center for Research in Chemistry.

Development of a Conferences Center at the national and international standards where the company could promote its specific products as a result of activity of research- development departments would be other two goals of Oltchim SA in the next future.

The directions of development from the General Strategy of Oltchim SA Rm Valcea open opportunities for partnership and collaboration to the national, european and international level.

In the meantime, creating new management strategies has an important place in identification and finding the funds for programs/projects with major impact for the environment and life quality.

For promoting the results of research, the investments, OLTCHIM SA Rm Valcea will participate consequently to the market and exhibitions, national and international, workshops, conferences.

Oltchim SA Rm Valcea will organize an anual conference with international participation, in chemistry.

Oltchim SA will publish promotional materials with the results of the research –development activity which can be applied in socio – economic environment.

In the context of development of high technology areas, which will be promoted by General Strategy and follow adaptation of the european standards, Oltchim SA intends to improve constantly the extension of services for tests, standardization, certification, examination, control and inspection.

A special place will be taken by promotion of the Oltchim SA Rm Valcea strategy in the human resources area, developing the professionalism in research-development departments and exchanging specialists at the national, european and international level.

From the above point of view, we strongly believe that Oltchim SA Rm Valcea needs specific strategies in motivating people as far as it is very well known that workers need support at different levels of their careers and this support could be offered by attracting specialists in mentoring.

Despite the fact this bunch of staff is rather less known in Romania, it would be very wise from HR management department of Oltchim to take in consideration implementing mentoring pairs at different levels of personnel.

Mentoring is very complex. It varies from one situation to another. It is interpreted in different ways by different people. It is important that the purpose and intentions of mentoring in a particular context are explicit. Stakeholders, particularly mentor and mentee, should debate what mentoring is to be in their particular context in order that a mutual understanding and vision of mentoring can be shared as they embark on their relationship.

The mentoring programs usually work on emotions and it is a very good idea that a company could “speculate” the feelings and the emotional intelligence of its employees. “Speculate” might be a strong word but is important to create the relevance of the personnel feelings in the fight for profit as the most important goal of each company.

## Exactly what is Emotional Intelligence?

Daniel Goleman, author of "Emotional Intelligence" says that the term encompasses the following five characteristics and abilities:

1. **Self awareness** – knowing your emotions, recognizing feelings as they occur, and discriminating between them.
2. **Mood management** – handling feelings so they're relevant to the current situation and you react appropriately.
3. **Self motivation** – "gathering up" your feelings and directing yourself towards a goal, despite self-doubt, inertia and impulsiveness.
4. **Empathy** – recognizing feelings in others and tuning into their verbal and nonverbal cues.
5. **Managing relationships** – handling interpersonal interaction, conflict resolution and negotiations.

The same author believes that in corporations, the inclusion of Emotional Intelligence in training programs has helped employees cooperate better and motivate more, thereby increasing productivity and profits.

*"Emotional Intelligence is a master aptitude, a capacity that profoundly affects all other abilities, either facilitating or interfering with them" – Daniel Goleman, Emotional Intelligence, p.80.*

Peter Solovey and Jack Mayer describe the emotional intelligence as being the ability to recognize your own emotions, to access and generate emotions as much as they support your own style of thinking and the meaning of it.

Anyway, implementing such revolutionary programmes as mentoring, means that the corporation understand that all this staff is about competency based education.( CBE).

CBE incorporates and recognizes prior learning as an essential element.

Fundamental principles of CBE are:

- Learning is a personal and voluntary process.
- People learn at different rates and in different ways.
- Learners are responsible for planning and managing their learning.
- Prior learning is recognized and credited where competence is maintained.
- Learning is evaluated through performance using performance criteria based on industry standards that may be qualitative and quantitative.

The demonstration of performance includes the attributes of skills, ability, related knowledge, associated attitudes and values that collectively demonstrate competence. However, Oltchim SA Rm.Valcea is determined to take care of these from above, in order to implement new strategies in the superior HR management as well as in its general development policy.

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