
STUDY OF THE REWARD MANAGEMENT AT COLIBAȘI PENITENTIARY

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Abstract: Romania has been going through an economic crisis for years now. This crisis has had and has effects on all involved factors: industry, trade, population, private environment, businessmen, prices, quality of the products, work, and last, but not least, employees.

Although wages have suffered, i.e. they decreased or did not keep pace with the inflation, the biggest disadvantage for the employees was the risk of losing, or even the fact that they lost their jobs. Therefore, the question is: What is more motivating: to have a job, or to have a high salary? It is obvious that we would all want to have a high-paying job. But when we look around and talk to people, asking, we find out that, in fact, for most of us, what matters is just to have a job with a salary no matter how low.

Key words: human resource, rewards, satisfaction

INTRODUCTION

Since ancient times, the human resource was the most important resource, because, regardless of the budget of an institution, the technique and the logistics available to the institution, without people, there would be no productivity, competitiveness, efficiency, or efficacy [2].

Lacking sufficient available motivating elements, and sometimes in the absence of almost any financial motivation, the managers of institutions and organizations continuously seek the best and most efficient non-financial motivation elements and methods. This is difficult from several points of view: managers' and employees' mentality, the capacity to understand what they are offered, the inefficient and sometimes inadequate vertical communication from managers to employees etc [1].

MATERIALS AND METHODS

In this paper we aim at analysing the reward management system, reading the specialised literature, the internal regulations of the Colibași Penitentiary, and studying the behaviour and reactions of the human resources at the workplace, by applying a questionnaire comprising 16 items.

RESULTS AND DISCUSSIONS

PLACE OF THE HUMAN RESOURCE STRUCTURE WITHIN THE INSTITUTION

The Human Resource Structure within the Colibași Penitentiary is organised as an office-type structure, ran by an office chief. This structure is a complex one, having specific human resource-related, and also professional training attributions.

The name of this structure within the institution is "Human Resources and Professional Training Office". Its role is especially important on the current social and economic context, now that the institution can no longer motivate and reward the personnel efficiently.

The Human Resources and Professional Training Office is directly subordinated to the manager of the institution, which contributes to an efficient and effective communication between the management of the institution and that of the office (and vice

versa). Another significant role of this structure is that of providing specialised psychological support for the personnel, through the personnel psychology component (a psychologist officer is employed).

The office chief is a member of the Management Council within the Colibași Penitentiary, which council has an advisory role when decisions with an major impact on the personnel, the budget, the institutional development, and the organizational culture should be made.

As at 31.12.2013, the organizational chart of the organization was provided with 384 positions, 86.45% being occupied, i.e. 332 public servants with special status are employed, out of which 54 officers, 274 agents (out of which 2 positions of branch agent occupied with civilian personnel) and 4 civilian employees, as follows [7]:

- occupations provided - 384, out of which: 73 officers; 306 agents; 5 contract staff.
- occupied positions - 332, out of which: 54 officers; 274 agents (out of which 2 crossed positions with CS PC); 4 contract staff.
- vacancies - 52, out of which: 19 officers; 32 agents; 1 contract staff.

THE ACTIVITY CARRIED OUT BY THE HUMAN RESOURCES AND PROFESSIONAL TRAINING OFFICE

The Human Resources and Professional Training Office comprises a number of activities, among which we are mentioning:

- Selecting the candidates for the participation to the admission to “Alexandru Ioan Cuza” Police Academy – Penitentiaries Section, Târgu Ocna National Penitentiary Agents Training School, the Military Medical Institute, the National Intelligence Academy, Sibiu Land Forces Academy, and Pitești “Basarab I” Non-Commissioned Officer Academy;
- Granting the salary rights or other kinds of rights to the staff of the institution in compliance with the legal provisions;
- Conducting student internships;
- Thoroughly learning, acquiring and applying the new legislation regulating penitentiary workers’/employees’ activity, increasing awareness of all the institution personnel for the prompt and professional fulfilment of their specific missions;
- Carrying out the professional training activity with the personnel of the institution in compliance with the legal provisions;
- The participation the personnel of the institution to university courses/master’s courses/courses/other forms of training (convocations/conferences/work meetings, etc);
- Filling the priority vacant positions in the organizational chart of the unit in compliance with the legal provisions.

REWARDS MANAGEMENT IN THE COLIBAȘI PENITENTIARY

COMPONENTS OF THE REWARDS SYSTEM

Within the Colibași Penitentiary, according to the specialized literature, we can say that the rewards system comprises financial rewards and moral rewards.

The financial rewards are those provided in the specific legislation [3], and include:

- The monthly salary, comprising the basic salary, indemnities, increments, as well as prizes and premiums, whose amounts are laid down by the law. The basic

salary comprises the salary corresponding to the position occupied, the professional rank, salary scales, increments for permanent mission, and, as the case may be, the executive bonus and the merit pay. Currently, the prizes and premiums are suspended by transitional law, ever since 2010. The increments are provided by the law on the unitary remuneration of the budgetary personnel;

- Food allowances, under the terms provided by Government Decision;
- Installation, transfer, delegation or detachment allowances, as well as the reimbursement of the accommodation expenses, in compliance with the legal provisions;
- pensions, in compliance with the legal provisions.

The moral rewards are those provided by the specific legislation, and include:

- specific uniform and equipment, medical and psychological assistance, medicine, dental prostheses and medical devices dedicated to the recovery of organic or functional deficiencies, free of charge, under the terms provided by Government Decision and in compliance with the legal provisions on the payment of the contribution for social and health insurance;
- the public servants with special status who have not been granted a dwelling by the local public authorities, and where neither these servants, nor their spouses own a dwelling in the city where they carry out their activity are entitled to a monthly compensation of the rent in the amount of up to 50% of the net monthly income earned, but not higher than the rent provided in the rental agreement concluded in compliance with the law;
- the reimbursement of the transport expenses, in the case of business trips, movement in other cities, travel from the domicile to the workplace where they live in another city than the one where their workplace is, on a distance of up to 70 km and, once a year, for the annual leave of absence, as well as in other situations, under the terms provided by Government Decision;
- annual rest leaves, study leaves, paid leaves of absence, and unpaid leaves, under the terms provided by Government Decision;
- medical leaves, maternity leaves, parental leaves for children under 2, or for handicapped children under 3, as well as for other situations, in compliance with the legal provisions;
- classification of the activity as performed in special conditions or other working conditions, in compliance with the legal provisions;
- permanent carrying of the weapons provided or acquired privately, in compliance with the legal provisions;
- they receive compensations granted from the budgetary funds of the Ministry of Justice and Civil Liberties, if their lives, health, goods, or those of their spouses or supported children are affected in the exercise of their professional duties or in relation therewith. The above-mentioned compensations are granted under the terms provided by Government Decision;
- medical treatment abroad for medical conditions acquired during the exercise of their professional duties, unless they can be treated in the country, under the terms provided by Government Decision.

Under Law no. 293/2004 on the Status of public officials with special status from the National Administration of Penitentiaries, the following may be rewards:

- professional position and rank advancement, in compliance with the law, following of the results obtained at the professional assessment;
- advancement to the next professional position before the completion of the minimum internship, provided that the public servants with special penitentiary status were

assessed in the past year with the rating “Exceptional” and if they have completed half of the minimum internship in the current position.

Laws no. 573 and 574 of 14 December 2004 provide the following rewards:

“Homeland's Service Honorary Sign or officers and equivalent special civil servants is conferred for:

- a) 15 years of work in defense, public order and national security;
- b) 20 years of work in defense, public order and national security;
- c) 25 years of work in defense, public order and national security;”

Under Order no. 18/C/12 of the Minister of Justice from January 2009: “The advancement of public servants with special status in the next superior post of the same position in the organization and operation status is made once a year, provided that all the conditions laid down in the above-mentioned order are met at the same time.

Most of the above-mentioned rewards are provided in the applicable legislation as rights of the public servants with special status in the penitentiary administration system.

THE COLIBAȘI PENITENTIARY REMUNERATION SYSTEM

The personnel employed at the Colibași Penitentiary is remunerated according to the status, activities, and organization determined by the law, for the faithful fulfilment of their duties, in compliance with their oath, their responsibilities, competences, the role, complexity and social importance of their function, the amount of effort and risk, their professional training and competence, as well as the interdictions and limitations of exercising certain rights provided for the personnel of these institutions under the laws in force.

The personnel receives salaries, allowances, compensations, increments, premiums, prizes, and other salary rights.

The personnel employed at the Colibași Penitentiary comprises public servants with special status in the penitentiary administration system and civil employees.

The public servants with special status in the penitentiary administration system are public servants with special status in the penitentiary administration system and from the Ministry of justice falling under the provisions of Law no. 293/2004 on the Status of public officials with special status from the. National Administration of Penitentiaries, as republished [6].

The civil personnel comprises the contract employees.

The public servants with special status in the penitentiary administration system are entitled to a monthly salary.

The monthly salary includes the salary of the basic function, allowances, compensations, increments, premiums, prizes, and other salary rights.

The salary of the basic function comprises the function salary, the salary of the professional rank, merit pays and, as the case may be, the command salary. In order to differentiate the salaries of the basic functions, remuneration classes and hierarchy coefficients are established for the function salaries.

The function salaries are differentiated using remuneration classes and hierarchy coefficients, according to the level of education, professional training, duties of each function, effort required, complexity and responsibility level needed to fulfil them, and to the echelon within which the activity is carried out, as provided in Chapter I of Annex VII of Law no. 254/2010.

For the public servants with special status in the penitentiary administration system, the remuneration classes and hierarchy coefficients of the function service pays corresponding to the military ranks and the level of education, and respectively the

remuneration classes and hierarchy coefficients of the function salaries corresponding to the professional ranks and the level of education are as provided in Chapter I of Annex VII of Law no. 254/2010.

The remuneration classes and hierarchy coefficients of the function salaries and level of education for the command and execution positions, respectively, of the public servants with special status in the penitentiary administration system, on professional ranks, are established through Government Decision, within the limits provided in Chapter I of Annex VII of Law no. 254/2010, according to the echelon within which the activity is carried out [4].

The function salary is granted on the date provided in the assignment order/provision/decision. For newly-employed, or employees reintegrated in the public servants with special status in the penitentiary administration system, the function salary is granted on the day when the employee comes to the workplace.

The function salary is calculated by multiplying the hierarchy coefficients corresponding to the remuneration classes provided for each function by the value of the hierarchy coefficient corresponding to class 1, and rounding it from one RON to another in favour of the employee, or by granting the amount corresponding to the remuneration classes corresponding to the functions.

The professional rank salary is paid on the date when the professional rank is obtained, or when the employee is promoted to the respective professional rank. For newly-employed, or employees reintegrated in the public servants with special status in the penitentiary administration system, The professional rank salary is paid when the employee comes to the workplace.

The public servants with special status in the Colibași Penitentiary fulfilling command functions receive a monthly command salary, in the amount provided by the law, as a percentage of the function salary.

The command salary is given on the day when the employee is appointed to a function entitled to a command salary and its payment ceases when the employee is removed from the function.

In the Colibași Penitentiary there are public servants with special status who fulfil, based on proxies, the duties of command functions and receive, during the proxy term, the function salary and the command salary corresponding to the functions for which they are empowered.

The public servants with special status in the penitentiary administration system are entitled to 1-7 increases, which are granted every 3 years. Each increase represents 3% of the function salary.

The public servants with special status in the penitentiary administration system and the civil staff receive the following increments, depending on the working conditions:

- a) for hazardous or harmful conditions, an increase of up to 15% of the function pay/function salary/basic salary, corresponding to the time worked at the respective workplaces;
- b) for difficult working conditions, an increase of up to 15% of the function pay/function salary/basic salary, corresponding to the time worked at the respective workplaces;
- c) for activities requiring high psychological strain, an increase of up to 15% of the function pay/function salary/basic salary, corresponding to the time worked at the respective workplaces.

For highly risky activities, or, as the case may be, in very hazardous conditions, which are performed for the fulfilment of the functional duties, as provided according to the responsibility fields of the institution, the public servants with special status in the penitentiary administration system and the civil staff executing, managing, coordinating, or

contributing to the fulfilment of the missions, special procedures, and watch, surveillance, escort, re-education, integration and medical and psychological assistance activities for persons in provisional detention or sentenced to imprisonment, or who requested or acquired a for of protection in Romania, collecting, processing, summarising, verifying and using information or data/reports/documents/papers, investigations, actions and interventions, receive a special risk/hazard compensation of up to 30%, calculated based on the service pay/function salary/basic salary.

The public servants with special status in the penitentiary administration system and the civil staff, performing business trips, or delegated, or detached, or in other missions in cities other than those of their institution, are entitled to the delegation or detachment allowance, as well as to the reimbursement of the accommodation expenses, in compliance with the legal provisions applicable to budgetary sector staff [5].

When they are discharged, or the employment is terminated, with right to a pension, the public servants with special status in the penitentiary administration system receive for their activity, depending on the actual seniority as public servants with special status in the penitentiary administration system and civil employees in the defense, public order, and national security institutions, an allowance determined according to the basic service pay, or to the salary of the basic function occupied in the month when the activity position changed. This right is currently suspended by the law.

The public servants with special status in the penitentiary administration system, moved or transferred, for business purposes, in another city than the one where their address is, individually or with their unit or sub-unit, are entitled to:

- a) a movement allowance equal to the salary of the basic function corresponding to the new functions for which they were employed;
- b) an allowance for each supported member of the family, equal to 1/4 of the salary of the basic function, in the month when the family members changed their domicile;
- c) the reimbursement of the transport cost for the military staff, the members of their families and their household;
- d) a 5 working-day paid leave of absence, for the actual movement, granted upon request.

The public servants with special status in the penitentiary administration system providing the watch, escort, and surveillance of prisoners, remanded, detainees, and minors sentenced from penitentiaries or juvenile rehabilitation centres, penitentiary hospitals, production sections (workshops), work points, or during their presence in the transportation means, are entitled, for the actual work time in such conditions, to a watch and surveillance allowance of 5% of the function salary.

INTERPRETATION OF THE RESULTS OF THE QUESTIONNAIRE

The questionnaire includes 16 questions about the satisfaction related to the rewards received. It was given to 30 employees who occupied various positions. For a higher relevance of the answers, the questionnaires were not signed.

We found that most employees respondents to the questionnaire were relatively satisfied with the rewards received, and such rewards also included moral and spiritual elements. They were also satisfied with the care showed by their management for the employees, for their career, for the training programmes provided to them. A strength perceived as a reward for the professionalism of the Colibași Penitentiary human resources is the stability of the job, namely they do not feel any danger of the limitation of the

activity. The questions are about: (1) Respect you are treated with as an employee; (2) Potential for development of professional ability; (3) Recognition of merits; (4) Activity alleged by the work itself; (5) Wage; (6) Work atmosphere; (7) Quality of collaboration with top management; (8) Feed-back from the supervisor; (9) Degree of responsibility vested; (10) Internal opportunities; (11) Cooperation between different departments of the organization is encouraged; (12) Job safety; (13) Possibility to have a professional career; (14) The level of salary; (15) Other benefits; (16) Spare time.

After we analyzed the answers, the conclusions are:

- 76% considers that are treated with respect as an employee;
- 34% says that exists a recognition for their merits;
- 12% says that exists activity alleged by the work itself;
- 33% says that exist wage;
- 67% considered that the work atmosphere is good;
- 76% considered that there is a good quality of collaboration with top manager;
- 71% says that are satisfied by the feed-back from the supervisor;
- 39% respond that exist a degree of responsibility vested;
- 12% are satisfied with the internal opportunities;
- 81% considered that the cooperation between different departments of the organization is encouraged;
- 26% employees are satisfied with the level of their salary;
- 89% are satisfied with the safety of job;
- 51% considered that have other benefits;
- 11% says that the spare time is enough.

So, the reward system analysed at the Colibași Penitentiary is satisfying for the employees. This is due to the stability of the jobs, as a natural consequence of the special regime of this institution.

CONCLUSIONS

In conclusion, we can say that employee motivation is extremely important for the achievement of the fundamental objectives of any organization. The reward system is in fact, the motivating system, and is the basis of the management stimulation function.

Given that, in the current social and economic context, rewards were significantly reduced, and financial rewards are completely absent in certain organizations, the role of the manager, and also that of the human resources manager is crucial, in my opinion, for the identification of solutions for the non-financial reward of the employees and for their active involvement into the achievement of the fundamental and strategic objectives of the organization.

In relation to the penitentiary system we can say that rewards are mostly non-financial. In 2010, certain articles of the specific laws on rewards were suspended. For example, all the legal provisions related to granting premiums, the merit salary, the minimum salary for exceptional missions, the leave bonus, were suspended.

All these aspects corroborated with the budgetary salary decreases led to a demotivation of the staff, and it is increasingly difficult to find motivating elements. Moreover, insufficient human resources made the activities in the penitentiary system more difficult, the accumulated overtime being demotivating, mainly because it is not paid, and sometimes it cannot be recovered.

In our opinion, all organizations need to have a well-sized organizational chart, with positions appropriately filled, an efficient rewarding system, based on staff

competence and efficiency criteria. This is the only way an organization can become competitive.

In conclusion, the rewards at Colibași Penitentiary is perceived by the employee as good and the best reward for them is the stability of job.

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