HUMAN RESOURCES IN THE PROCESS OF GRANTING PERFORMANCE IN THE MANAGEMENT OF PRE-UNIVERSITY EDUCATIONAL INSTITUTIONS

PhD. Student ANA TUȘA¹
PhD. Student CLAUDIU SORIN VOINIA²
Univ. PhD. Professor DĂNUȚ DUMITRU DUMITRĂȘCU³

Affiliation¹,³:
“Lucian Blaga” University of Sibiu, Faculty of Economics, Department of Management
Calea Dumbrăvii Street, no. 17, 550324 Sibiu, Romania, fax: 0040269210375

Affiliation²:
“Lucian Blaga” University of Sibiu, Faculty of Engineering
Department of Industrial Engineering, Emil Cioran Street, Sibiu, 550025, România

Abstract
Under Romania’s actual development context, pre-university education and mainly the human resources in this field can and need to be an authentic development vector.
The paper is meant to be a theoretical analysis and a practical research on the contribution of human resources to granting the performance and quality of the educational management in the pre-university educational institutions, from a systemic, interactive and interdisciplinary perspective, which turns into a reflection but also an applicative issue for the researchers and managers in the educational domain, interested in meeting European and world standards.
The research was done on a technical education institution, respectively the Technical College Matei Corvin, Hunedoara.
The results of the researches aimed at understanding, analyzing, explaining, optimizing and improving the human resources involved in the management process, as well as improving the techniques of intervention in the process of human resources formation.

Keywords:
human resources, performance of human resources, continuing formation, personnel assessment

1. INTRODUCTION

Any organization is a structured collection of human and nonhuman resources directed toward achieving predetermined finality, consisting of goals, structure and interactions (relations within the formal structure actually or beyond).
The main function of the school is to transform inputs (pupils, teachers) in desirable outputs (results of school education that educated people).
The school's mission is education. Therefore the manager meets managerial functions within the areas of functional importance: human, material and financial resources, curriculum and development of community relations.
Performance management is given by the expression: efficiency-effectiveness.
To provide a starting point in setting future strategic building performance management, the case study was conducted at a technical college for two reasons:
- The first reason – it is a school whose development was marked by a strong industrial vocation since its foundation
- The second reason is that the vision expressed by the Technical College Matthias Hunedoara will help to achieve a proposal that Hunedoara technical school education to become a referential elite.

The analyzed indicators are divided into the following matrix:
- Input indicators: human resources, namely teacher characteristics (formal education, teaching qualification, fluctuation, specialization, student-teacher ratio, school teacher), characteristics of students (school situation at the end of 2009-2010, frequency), parental characteristics (socio-professional category)
- Process indicators: organizational forms of training, employee satisfaction
- Indicators of outcomes: earnings, status, employment.

2. METHODS AND TECHNIQUES FOR DETERMINING THE QUALITY OF HUMAN RESOURCE MANAGEMENT INDICATORS IN HUNEDOARA MATTHIAS TECHNICAL COLLEGE

Human resources management policy follows:
- Encouraging teachers to improve participation in accredited courses
- Providing skilled staff and its involvement in school life increasingly

After analyzing these parameters for a period of two years has been a significant increase in the percentage of teachers holding vicarious and having at least one training course.

Table 1. Last training course

<table>
<thead>
<tr>
<th>School year</th>
<th>Total teaching staff</th>
<th>With The training course%</th>
<th>Without training course%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-2010</td>
<td>76</td>
<td>24</td>
<td>52</td>
</tr>
<tr>
<td>2010-2011</td>
<td>65</td>
<td>15</td>
<td>50</td>
</tr>
</tbody>
</table>

Teacher characteristics are related to specialization and experience in their department and not least their needs and expectations.

![Figure 1. The last degree obtained](image)

Characteristics of the students
Indicators of school activities differ little from one year to another, influenced by the social status of parents, family situation and relational characteristics of the students.

Table 2. Situation at the end of the school year (June)

<table>
<thead>
<tr>
<th>School year</th>
<th>No of students</th>
<th>Promoted</th>
<th>Withdrawn</th>
<th>Pupils who have to go in for a second exam</th>
<th>Repeaters</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-2010</td>
<td>1720</td>
<td>1620</td>
<td>18</td>
<td>45</td>
<td>37</td>
</tr>
<tr>
<td>2010-2011</td>
<td>2095</td>
<td>1989</td>
<td>21</td>
<td>36</td>
<td>49</td>
</tr>
</tbody>
</table>

Given the family influence on children has been put more emphasis on its knowledge, its application to attract educational approach. School has proposed working with parents to solve problems individually or collectively by involving the form teacher too, the school psychologist, teachers of the class council.

Table 3. Relation teacher-student-teacher-school

<table>
<thead>
<tr>
<th>Relation</th>
<th>2009-2010</th>
<th>2010-2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student - teacher</td>
<td>689</td>
<td>839</td>
</tr>
<tr>
<td>Teacher -school</td>
<td>43</td>
<td>39</td>
</tr>
</tbody>
</table>

Performance and human resources in pre-university technical educational system.

For the educational manager, an important issue is to raise the quality of human resources and use of human relations, the mood and the collective opinion in order to provide human resources to the overall process of implementation of performance management. Human resource management is a strategic approach to the possibilities of attracting, training, development, management, motivation of the main resources through which the organization can better achieve their goals successfully that it has proposed. In the process of performance improvement, the educational manager should show openness to reality endorsed the concept of participation of the human factor in this process.

In order to influence favourably the participation of the human factor in the growth performance process, an increased effort is needed for knowing the people within educational organizations throughout their work. The uniqueness of human resources was one that resulted in the new information society, replacing financial capital with the human one become a strategic resource, the resource key of any organizational entity, capable of ensuring the survival, growth and competitive success. From this perspective, the priority in education is the development of human capital, assuming a package of measures and actions to ensure increased stock of education, both by school and by variants of lifelong learning, leadership development and investment in leading and promoting / support investment that supports the development of human resources.

Within the Technical College Matthias Hunedoara the management strategy in terms of personnel policy requires that:
- All staff are employed in accordance with local and national legislation on employment and equal opportunities,
- Recruitment policy establishes minimum standards regarding appropriate qualifications and experience, especially for those involved in delivering and evaluating learning,
- All staff roles and responsibilities are clearly defined and understood, positions of authority are clearly defined and recognized,
- Professional development of personnel policy includes adequate provisions for the initiation of new members coming and further development of resources to support learning.

If education as a process can make estimates of cost effectiveness and quality of education, the educational process, can be measured and quantified in hard financial terms.
If economic analysis benefit-cost criteria require identifying operating benefits of education, it is necessary to highlight some indirect profits such as salary and service.
The analysis shows that the benefits brought by education for the society will cover costs even if it happens after a relatively long period of time and jumps in socio-economic Romanian and European provocative contexts.
Through its activities, the school must provide each student the most useful conditions for development of socio-professional attitudes and skills and motivation to continue learning throughout life.
Fundamental function of an effective system of technical education is to provide society it serves workforce capable, adaptable and mobile, able to demonstrate skills required in the labor market, locally and nationally appropriate stage of development of technologies capable of to some extent anticipate technological developments.
The main objective of secondary education reform and post-route technology in Romania is to achieve a level of training in EU countries, adapted to the requirements of a democratic society, the market economy, in line with market developments and in order to work in Romania facilitate economic restructuring.
Quality of human resources management is primarily the need to determine the role each employee correctly, of its place in the collective work of its functions and duties.
Secondly, it means the acquisition by each employee who has been assigned role, which can be made towards learning, instruction and education, ensuring completion by each employee's role and duties, which can be achieved with using legal and ethical rules system, stimulating the active attitudes at work.
- By developing Internal Regulations, the management unit was trying to create a new vision of work, strengthen discipline, staff aware regarding the rights and obligations imposed by employment status.

3. CONCLUSIONS

Technical secondary education faces various problems affecting the quality of human resources. Technical education institutions should be medium and long term programs in terms of human resource development. Through these programs the institution offers its employees opportunities for training and career advancement.
In order to eliminate or reduce the influence of some disturbing factors affecting performance in terms of human resource management within the school review, we propose:
- The opportunity for the school to ensure human resources needed by the principles of human resource management (through a rigorous selection which takes into account the communication skills of professional course by then, of involvement in the educational
process and educational). The Director of the unit must be free to choose his employees in relation to development objectives set by the institutional project

◆ Support in terms of financial and human resource material for training.
◆ Preparation of quality assessors to enforce the law by appropriate professional courses
◆ Stability of school teachers in the organization, as a key factor to achieve quality education.
◆ Promotion in school organizations and CSI performance of management teams, credible in the community, selected based on professional skills.
◆ Wage increases up to a motivating level

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