

# DEFINITION AND CHARACTERIZATION OF POSTS FOR ENERGY INDUSTRY PROFESSIONALS

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**Abstract:** The purpose of the work is to identify the personnel categories from energy industry, the approach in the selection, recruitment, hiring, as well as optimizing the working process, with examples from the process in a multinational company with private capital and integrated compartment in the human resources S.C. ELECTRICA S.A.

**Keywords:** Human resources, management, vocational training, job, employment.

## 1. INTRODUCTION

The purpose of the work is to specify the really important personnel categories and necessary within the framework of a company for effective implementation of a policy of retaining energy costs to an acceptable level for the company. As we know the purpose of all companies (organizations) is survival. But this is an group effort, based on human interaction and their coordination, an important role being that they belong to the same professional category. A large part of physical and intellectual work in organizations is performed by groups, whether they are permanent teams work, whether teams made for projects in the short term, between which develop ties of friendship, alliances designed to increase efficiency and productivity[2].

## 2. WORK OBJECTIVES

Objectives which this work proposes may be grouped as follows :

- identification of all categories involved in the work process in the energy sector;
- characterization of each category;
- criteria for the selection, recruitment, employment, assessment, motivation of professional categories energy industry;
- attributions individualization of each individual according to the organization's needs and the creation of a complete post sheets, which will continue to meet the needs, but also potential, training and expectations of individuals;
- the improvement of human resources management in order to improve the quality of work and individual performance and group of energy industry professionals.

## 3. DEFINITION AND CHARACTERIZATION OF JOBS FOR ENERGY INDUSTRY PROFESSIONALS

As we can see there are a wide variety and a very precise subdivision of the work in the field of energy (121 specialists) and this aspect is derived from increasing interest for this branch of the industry, interest in central and local administrations relating to investments in technologies for the purpose of increasing the use of its resources as effectively as well as the use of protective technologies for the protection of the environment.

### 3.1 identifying the personnel categories from energy industry

According to COR (Occupational Code in Romania) [3] categories of professionals in the energy sector is classified as follows:

- category professionals with higher education: In this category are included group 1213[3], 2141[3], 2143[3],2151[3].
- Category of professionals with secondary education: in this category are included groups 3131[3], 7411[3], 7412[3],7413[3].

We can see therefore an extremely large number of professionals in the energy sector, each with a very clear tasks individualization which is necessary to become acquainted, and to apply them, in such a way that business performance in which are splined to be able to meet the increasingly high demands from the quality work point of view.

- Criteria for the selection, recruitment, employment, assessment, motivation of professional categories from energy industry;

### 3.2.1 Establishing specific posts requirements

Functional units are deploying in general specific procedures in order to assist the recruitment and selecting appropriate staff. But there are a few steps which are to be found in all the procedures, namely: characteristics analysis of the post, details on individual responsibilities and specifications. It is clear that, in order to find the suitable person for the post, it must be mapped an exact idea of the available post and about skills and qualities which are claimed by the entity which in the employer hypostasis.

Personnel recruitment represents the search process in order to locate, identify and to attract potential candidates, from which there are to be elected capable candidates, which finally have the necessary professional characteristics or which correspond most closely to requirements for today and future vacancy posts.

Also, recruitment is a public process through which the offer becomes known to interested parties and represents a communication in dual direction: Organization - candidate and a candidate - organization. Basic objective of recruitment makes it possible to identify a sufficiently large number of candidates who meet the conditions to be selected. [1].

The three distinct stages necessary to obtain these such information may be materialized in figure 1.



**Fig. 1. Distinct stages in determining post requirements.**

Setting the job requirements is different from one organization to another, long time experts in the field have been concerned about the find the most correct way to ensure the success and achievement of the unit purposes.[1]. For this purpose have been identified two directions of management: the classic-bureaucratic vision and contemporary vision - contextual approach. The classic vision supports development of strict instructions, written, definition of working procedures and standardization of workers movements and breaks to obtain maximum efficiency (e.g. military area). But this vision brings also certain disadvantages to individuals in the sense that strict specialization is incompatible with the needs of human growth and development, may lead to a drop in the interest to the organization and customers, do not always use creative ideas and knowledge of individuals that are at lower layers and closer to customers, there is also possible to omit general purposes of the Organization.

Contemporary management recognizes that there not always exists a single correct path to manage, that it is important the implication of human factor and claims the need for flexibility and adaptability [1].

Job requirements pursue the following:

- issues related to the theoretical training of the applicant (studies, type, duration, etc.);
- experience within the specified field, recommendations from other organizations;
- behavioral skills: integration to the community, socialization;
- knowledge of international languages;
- other attributes useful in pursuit of requested activity: driving vehicles, etc.

**3.2.2 The interview**

An interview has as its main purpose to ascertain the candidate's interest for the job and to decide whether it is competent to deal with it. It is usually necessary to compare several candidates, not between them, but especially with the job specifications.

A selection interview has the following functions:

- to present to candidate the organization activity, as well as the benefits of those who are part of it.
- to describe the work referred by the job in a realistically manner, including the processes of initiation and installation in the job or the content of the trial period;
- to determine whether a candidate will be suitable and which would be the gains which it could bring to organization.

Compared to the above there are alternative methods of recruitment such as:

Recruitment agencies, the experts in personnel selection. The experts in detecting candidates are called also head hunters.

**3.2.3 Evaluation tests in order to assist the recruitment, selection**

Besides traditional method of the interview, research from the past few years have led to the completion of the selection methods of staff recruitment with new methods:

- personality tests;
- tests of specific knowledge;
- abilities tests and skills necessary to job;
- team work tests;
- assessment centers with specific work tests.

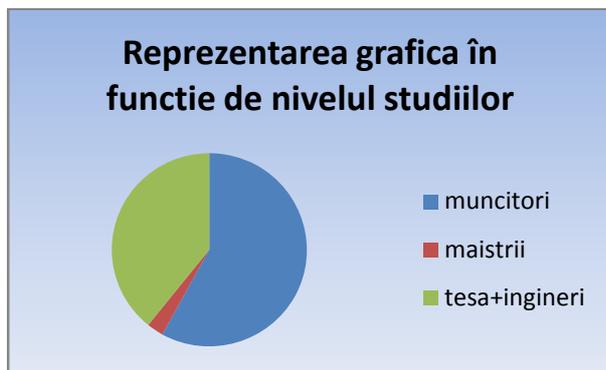
Flow chart of the selection procedure, recruitment, employment may be seen in figure 2.



**Fig. 2. Logical diagram of the selection procedure.**



Depending on the level carried out of studies it is found that the major share is represented by operational and maintenance staff as resulting from Figure 5.



**Fig. 5. Graphical representation according to the level of studies in Electrica.**

Training of employees shall have the following objectives:

- adaptation of the employee to job requirements;
- the achievement of professional qualifications;
- updating of knowledge and skills specific to the job and workplace and improvement of vocational training for the main occupation;
- vocational retraining determined by socio-economic restructuring;
- acquisition of advanced knowledge of modern methods and practices, necessary for the realization of professional activities;
- unemployment risk prevention ;
- promotion in employment and development of professional career.

Vocational training on post (functions or jobs) including new objectives and installations shall be applied with a view to:

- job employment;
- change of workplace or technology, organization or of the working procedures;
- promotion.

The training for forming to occupy positions are imposing the following conditions:

- knowledge of job attributions;
- knowledge of installations, knowledge of energy prescriptions, of internal technical instructions, technological sheets, other specific instructions;
- assimilation of work safety and fire protection rules;

Vocational training programs shall include, as the case may be, also hours of training on simulators or, in their absence will be carried out exercises regarding the mode of action in the event of incidents.

Vocational training carried out during trial period shall be carried out in accordance with the provisions of the collective employment agreement.

At the end of the period covered with a view to completing the post, the trained persons and which need to be authorized in order to work in the facility, shall be subject to a comprehensive examination.

Vocational training is done by:

- advanced training by the head of compartment;

- advanced training by the head of the human resources department;
- vocational training is done by lector;
- advanced training through services providers;
- advanced training at the workplace;
- staff training and testing for their authorization.

Conclusions: In S.C. Electrica S.A. company special emphasis is placed in selecting, recruitment of staff for identifying the most appropriate person for carrying out specific activities. Many of the people selected in the process, follows training courses and specialization at the workplace, and this is due mainly because of the shortage in the vocational schools.

## 5. CONCLUSIONS

This paper aims to highlight the most important requirements and criteria underlying the selection of highly qualified personnel in the field of energy, all categories of personal identification with membership in this branch and the establishment of any difficulties encountered in recruiting, selecting staff, employment specialized personnel.

In a connected world, which is characterized by accelerated change, by the rise in requests in terms of performance, the affairs of any type are faced with a whole series of difficulties, some of them related to the human side. Under the pressure and argument of budgets is preferred many times the reduction of personnel, or employment of unqualified staff, which has the result of diminishing the quality of the finished product, the decrease in end-user satisfaction and implicitly to a decrease in profits for the company. It is a vicious chain difficult to stop.

In the work we have brought in discussion two visions for the management of human resource potential in developing and improving performance of each concerned entity, each with its advantages and disadvantages.

In the first situation we have been in contact with the management of the great commercial center located in Oradea, namely ERA SHOPPING CITY, where was opted for the reduction of human services component intended for carrying out the verification, checking and parts replacing by automated controllers with the ability to monitor via the internet and mobile phone, as well as outsourcing services for maintenance of supply power systems, thermal power, air treatment, etc. The advantage on the short-term was the decrease in personnel expenses. Major disadvantage was found at the occurrence of a damage which in the absence of own maintenance staff assumed the announcement of third persons and loss of time till remedy.

The second situation studied has been in the framework of the energy distribution department of Electrica Oradea company, where was noticed an increased interest for staff selection, recruitment for the identification of highly specialized staff for employment. Major advantage is personnel involvement in the production process which is resulting in increasing performance.

Strategy of ELECTRICA in the field of human resources aims to establish the optimal number of staff,

with appropriate training, motivated, with consciousness of belonging to a powerful company, in order to provide its customers, a modern public service, performance and quality. [5].

The rejuvenating policy of employment is a permanent concern in the Electrica (as it results from the annual report for the year 2012 of Electrica S. A), and to this end, on the available posts as a result of natural staff fluctuation, have been hired graduates with higher education, as it can be seen in the graph below.

To increase the quality and effectiveness of human resources, Electrica envisages the improving of organizational system for implementation of the new frame of design and organization of training activities and professional maintenance. Carrying out training and checking of knowledge and skills shall be made for all staff, differentiated on the basis of their duties, responsibilities and their competence. There is a

disadvantage in vocational training of personnel from within Electrica company at the workplace meaning that there is lost a period of time and by default financial resources to bring the personnel to a high degree of qualification.

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