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Human Resources Management in Education

Ioana Raluca GOLDBACH¹, Izabela Florina BARBU²,
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Abstract

Education and public service that involves direct contact between the one who offers the end user service are provided by people to people, they can not be separated in time and space. Services quality evaluation is made more difficult that evaluating the quality. Performers indicators used are those that express customer satisfaction measures, “intangible or mild” are often as important for succes as heavy and objective indicators. Among the indicators that remain lighter appearing in the customers mind: care, courtesy, tact, concern, respect and human quality in general. Training and further training of human resources in education are necessary and important to provide services to established standards, education services are services provided to people by people.

Keywords:

Quality; education, public services; human resources; succes;

Introduction

The preparation and improvement of the human resources in education are strictly necessary and of crucial importance to provide services

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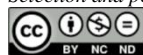
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to the established standards, the educational services being provided by people through people and for people.

The institutions are organized according to the principles of Total Quality Management, thus having the quality integrated into their structure, so here is the contribution of all employees at any level [6].

Quality is the key to the future of the institution, and people are the key to quality. That's why investing in people is never too great, nor are efforts to have quality people in the organization unjustified.

Structure

- Strategic management of human resources using the social scoreboard
- Social Dashboard - Tool of Strategic Leadership
- Const on the social dashboard
- Research tool and application conditions
- Proposal for the social scoreboard

Conclusions

Strategic management of human resources using the social scoreboard

When a school aspires to quality, it must deliver this message to the entire staff and to ensure that all employees are partners along the processes that will take place.

The force that drives this process must come from the top, this theme corresponds to the notion of leadership that can be summed up as follows: how managerial team manages to inspire, support and ensure – by attitudes and actions – the culture of management through total quality. The organization will have to demonstrate how its leaders succeed:

- a) to be visibly involved in Total Quality Management
- b) to support the improvement and the involvement by providing resources and support tailored to the needs of educators
- c) to involve all actors of the learning act: students, parents, teachers, local community, etc.
- d) to recognize and to appreciate the efforts and achievements of the teachers and the pupils.

It should be noted that leadership is not achieved only by a charismatic providential character, whose character traits bring adhesion.

Leadership is the voluntary behavior of a team that aims to associate human resources with a vision. To do this, leadership has to get involved without reservations and support teachers and students. This type of leadership can be qualified as transactional, resulting from a sort of bargaining (extracted from the EFQM model)

Through the Total Quality Management, the traditional control of the structures is replaced by the autonomous structures based on commitment, involvement and responsibility. The commitment requires to acquire the power to act through oneself and this is learned [6].

We will show that the practice proves that in the conditions to ensure quality school, managers should build a social dashboard, based on a set of indicators included in it. It has a substantial impact on the increase in the functionality and performance of the organization, both directly and through the human resources management [5].

Social Dashboard - Tool of Strategic Leadership

The Scoreboard is a set of indicators that provide a readable and interpretable presentation with a regular frequency adapted to flight needs. It is intended to follow the evolution of the values of a wide range of indicators, the number of measurable elements in an organization being impressive [7].

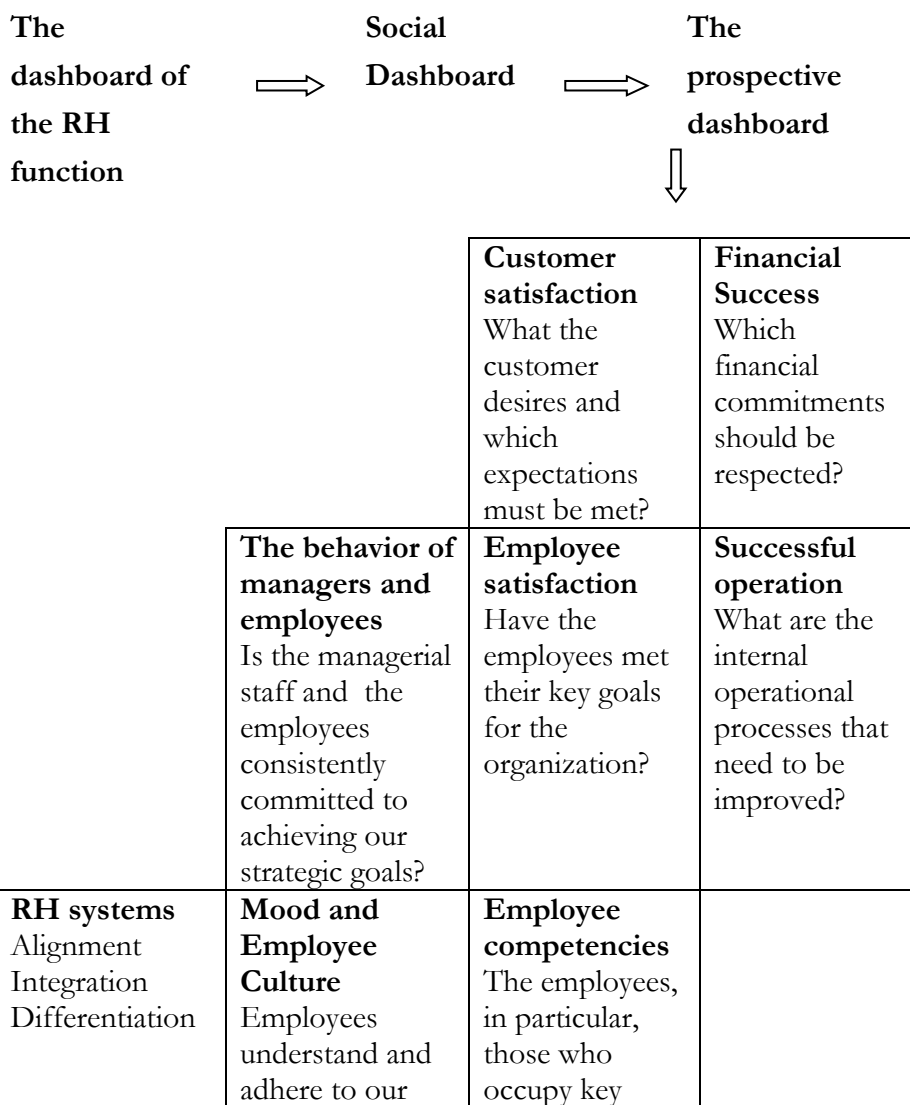
There are literally hundreds of measurements that can be grouped - some useful, others not, and others even counterproductive in terms of effectiveness of strategy implementation. There are also organizations where the absence of global strategy - associated with the need to measure "something" – can lead to the application of different, often contradictory measures, they are rarely aligned in a significant way. In these organizations, the management team has an important opportunity to communicate strategic goals to employees by developing a series of measures to show how the strategy should be implemented.

Among the factors of performance on which managers may have a direct influence, the success of employees (by understanding the extent to which the teachers of an educational institution have mastered the culture, mood, skills, and behaviors needed to implement the strategy) is, for the most part or the most important and least exploited resource. That is why drawing up a social scoreboard is necessary.

The Social Dashboard is used similarly to the Balanced Scorecard, developed by Kaplan and Norton, and focuses on a specific type of organization performance: strategy implementation. The distinction refers to

the fact that the scoreboard focuses mainly on the operational aspect and the social scoreboard applies both to the management of the employee's success and to its measurement [1].

The organizations need a global strategy, a relative employee strategy, and a strategy for the HR human resource function. These strategies are applied to the Prospective Scoreboard, Social Dashboard, and HR Scoreboard, respectively. The figure below shows where you have a social dashboard in the Strategy and performance measurement [4].



	strategy, do we have the culture required to enable strategy?	positions or A they have the skills needed to accomplish the strategy?
RH skills Strategic partnership Exchange agent Employee champion Administrative Expert	Practice RH Conception of work The affective state of the employees Development Performance management rewards Communication	

Figure 1. Human Resources Management for Strategy Implementation

The main dimensions of the process of implementing the organizational strategy are: operational success (internal perspective), customer satisfaction (customer perspective), customer satisfaction (customer perspective), they contribute to the financial success (financial outlook), employee success is often the key determinant of performance, influencing – directly or indirectly – the other elements of strategic success. Many organizations have detailed information about the material basis, the material resources, but very little about their employees. The Social Dashboard was designed to address this issue. [4].

Const on the social dashboard

To build a social dashboard, you first have to set the indicators to be included in it. To be effective, the reference frame must be:

- practically
- easy to understand (all employees understand the concepts used)
- influential (to influence measures to improve key processes)

The first goal of a quality school should be to maximize the benefit and value for its customers. It is important to note that the benefits are generated by the teachers' educational behaviors in line with the stratagem and the operational objectives of the school. Employee success is the result

of specific man-made behaviors, but behaviors and results also depend on the organizational culture that you promote in the school [3].

In other words, culture determines competencies, which determine the right behaviors, which – in turn – condition the success of the employees. These elements is leading to the formulation of questions, presented in Figure 2, which proposes a graphical representation of these relationships and in Annex 1 are tables with examples of measurable indicators for each of them.

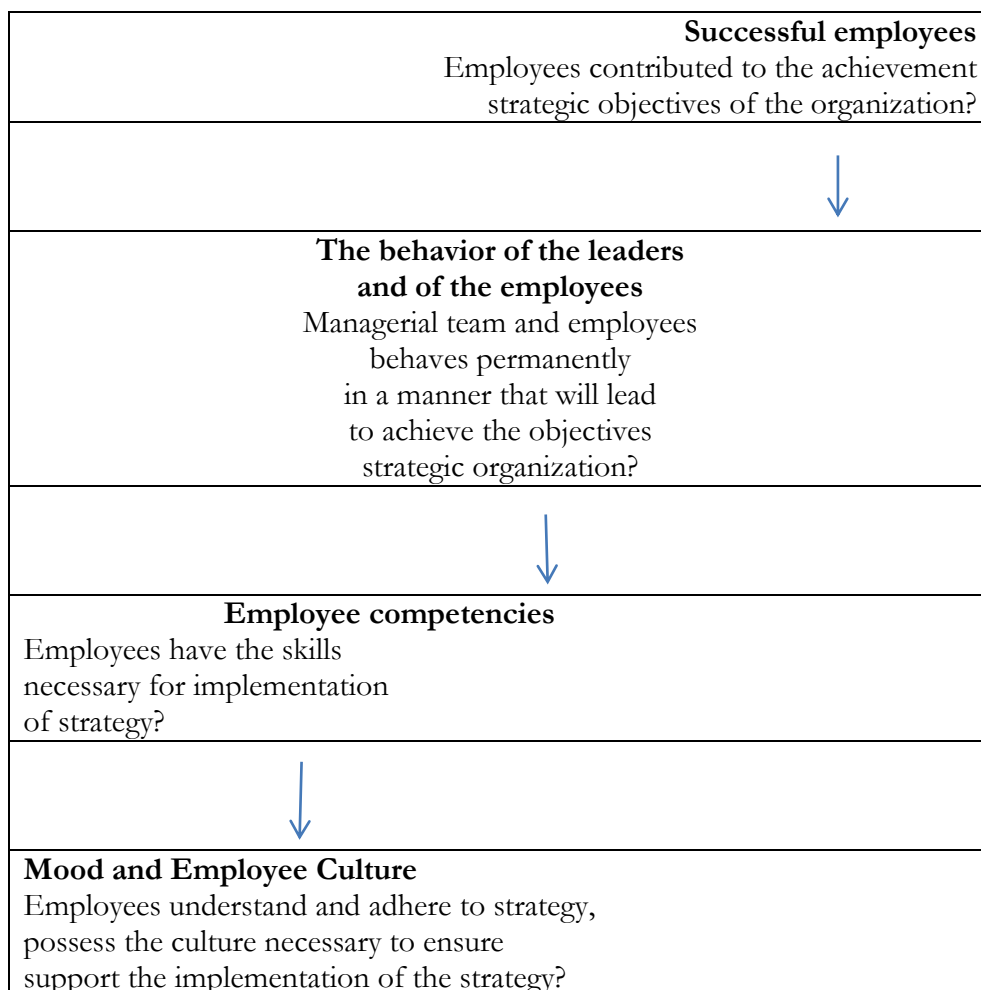


Figure 2 Conditioning of employees' success

Research tool and application conditions

The methods of data collection were: sociological survey and observation. We have recourse to these methods and techniques in order to get information as clear and complex as possible. The Sociological Survey (Annex 2) assumes that the technique used the interview. The interview was based on questions grouped in the following categories; Motivational and hygiene factors (work itself, remuneration, personal development, relationships with colleagues, perceived status, working environment, general satisfaction) and statistical identity data (gender, age, studies, income, marital status, maintenance). The observation, even if it was unstructured, focused mainly on the working environment: building, working space, communication between the members of the school organization [5].

Proposal for the social scoreboard

Knowing the key elements of a social dashboard, we will show how they articulate these, describing the case of "School in Bond", a project launched by Marian Staş, Chairman of the Codecs Foundation for Leadership and tailored to the needs of the topic.

The School's Vision in Bondage: School for good is an authentic school, that is, a school that cultivates values, uses and likes. The most important consequence of this vision is that we change very quickly (students and teachers) the behaviors for the better, only the kneeling (if we do), we no longer copy/cheat (if we do) and stop selling/buying the notes (if we do). Why do I have the choir, the copy, the trick, sell/buy notes when we feel that the school we are doing uses and likes us? It just does not need it.

The values of the school are good: trust, honesty, competence, performance, the courage of civic action.

The mission of the school is: Through education, we change the mental infrastructure of Romanian society in line with the changes brought about by Romania's accession to the EU.

The main projects of the School in Good:

- Training: Universities offer initial training on teaching pathway respects proportion between the specialized teacher training and 60% -40%
- Teaching career: implementation of a modern strategy for the development of human resources in education, aiming to achieve the highest social status and the dignity of the teaching profession. The development of teachers' attitudes and attitudes, motivational incentive package, lifelong

learning, career transition with entry-exit points and professional reconversion are the key themes of the new teaching career model.

- School otherwise: Design and implement an educational model appropriate to the realities of contemporary society centered on the development of self-esteem, assertiveness, and proactive behavior.

The school has good competition in the other schools in the system. Customers are better informed than ever, government bodies and potential partners are closely interested in the education sector.

The challenge of the School is to have a strategy focused on considerable success, a social strategy that aims at the careful selection and efficient employee training [2].

As shown above, there is an almost unlimited number of employees in an organization that can be measured. At school, the stake was focused on a number of critical measures, which really triggered the implementation of the strategy, indicating to the management team the progress made in implementing the strategy.

The strategic approach to human resources is seen as an important factor in the development of the organization. Therefore, considering the two basic dimensions (knowledge and practical experience), we can outline a 4-level grid (Figure 3):

Level I: Persons with thorough theoretical knowledge and with a long, effective practice

Level II: Persons with well-informed theoretical knowledge, but with practical experience acquired occasionally (or not at all)

Level III: People with effective practical experience, but not supported by theoretical knowledge and principles

Level IV: Persons who have no theoretical knowledge or practical skills

Knowledge	II	I
	IV	III
	Hands-on experience	

Figure 3. Human resources grid

Conclusions

This article aims to analyze problems concerning the social dashboard as a key phenomenon in the understanding of the strategy implementation as a success regarding human resources performance in a school organization.

A dashboard should describe the processes through which the strategy is put into practice.

A social scoreboard should help managers implement the strategy as quickly as possible, improving the quality of employee decisions, the primary objective must be to provide data and solutions to improve staff management.

The social scoreboard should be based on empirical research. Managers need to know that there is a negative relationship between the degree of accessibility of an indicator and its usefulness. In order to select the key indicators, it is necessary to make empirical research on the determinants of organizational success.

A social dashboard must focus on a few critical elements that really contribute to success. A social scoreboard should be used as a learning tool: managers should not expect employees to understand their role in the success of the organization, its vision or its mission. That is why the dashboard must be a tool to mobilize employees and determine the alignment between strategy and behaviors.

From a social dashboard, it is clear that objectives that are susceptible of improvement can be made.

A striking conclusion in the social science literature is that setting specific objectives with staff participation is a challenge for them, overcoming those who do not participate or set unrealistic goals.

A social dashboard must encourage lifelong learning and experimentation.

Table no. 1: Social Dashboard (proposal-model)

dimensions	indicators		
	Teaching staff	Auxiliary teaching staff	Non-teaching staff
Successful employees	A number of pupils enrolling at the beginning of each cycle.	A number of students enrolled. Introduction of modern methods,	Knowledge in the field concerned

	Introducing methods and means	means, and technologies	
Employee behavior	Performance of commissions. The knowledge transfer index Fidelisation of performing employees Evictions of poor employees	The knowledge transfer index Fidelisation of performing employees Evictions of poor employees	The knowledge transfer index
Employee competencies	% of the total are level I people FIG. 3 % of the total are Level II and Level III individuals with Level I potential % of the wage fund goes to Level I employees % of Level I employees receive bonuses and other rewards % of resources for training and retraining	% of the total are level I people FIG. 3 % of the total are Level II and Level III individuals with a Level I potential % of the wage fund goes to Level I employees % of Level I employees receive bonuses and other rewards	% of the total are level I people FIG. 3 % of the total are level II and III, with potential level I % of the wage fund goes to Level I employees % of Level I employees receive bonuses and other rewards
Employee mood/culture	% understand the strategy % adheres to the strategy % have the skills needed to implement the strategy % believe in the importance of culture to implement the strategy	% understand the strategy % adheres to the strategy % have the skills needed to implement the strategy % believe in the importance of culture to implement the strategy	% understand the strategy % adheres to the strategy % have the skills needed to implement the strategy % believe in the importance of culture to implement the strategy
Financial Aspects of Employees	Total number of employees Remuneration / Total	Total number of employees Remuneration / Total	Total number of employees Remuneration / Total

	Total budget allocated to training and improvement Total expenses in the form of premiums	Total budget allocated to training and improvement Total expenses in the form of premiums	Total budget allocated to training and improvement Total expenses in the form of premiums
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Appendix 1

Successful employees

The key question

Did the employees contribute to the strategic objectives of the organization?

- Number and quality of complaints from clients
- Number and quality of customer praise
- The number of complaints resolved in a satisfactory manner
- Number of customer suggestions received and/or resolved
- The number of newly enrolled pupils, other than those in the respective school constituency
- Percentage of customer loyalty
- Customer satisfaction percentage
- Percentage of customers who think that employees can meet their investment/ education/counseling needs

- Percentage of clients who believe that their expectations in terms of training/ education/counseling have been met
- The perception of the community as the leader of the domain
- Brand quality and notoriety
- Time to respond to the customer request
- External evaluation of the management of the organization

Annex 2

Interview inquiry

What are your expectations regarding the leadership and the development of the human potential in the company? (Order these expectations in order of importance for you)

- a)
 - b)
 - c)
2. Name three positive aspects by which the organization responds to your expectations and needs.
- a)
 - b)
 - c)
3. Name three negative aspects that target this dimension.
- a)
 - b)
 - c)
4. Make three proposals to improve staff management at the company level.
- a)
 - b)
 - c)

The post.....

Professional training.....

The level in the company`s hierarchy

Old