

→ Implementing a sound human resource management system

Country Romania

Project title Satu Mare on the move!

Twinning Municipality of Zutphen (the Netherlands)

Municipality of Satu Mare (Romania)

Municipality of Tartu (Estonia)

Project period 1 January 2008 to 30 June 2009

Project budget € 69.616,83

Project objective

Develop and implement a sound and functional human resources management system for the municipal organisation.

Project summary

The project delivered new procedures and documents (job descriptions, evaluation talks) as part of a sound human resources management system to be implemented in the whole municipal organisation.

Core information

Satu Mare is the capital of the region with same name in the North Western part of Romania bordering with Hungary. Satu Mare has 130,000 inhabitants and its economy is mainly based on industry (furniture, food and light industry) and agriculture. It is an important cultural and tourist centre as it has several museums, libraries, cinemas, orchestras, and art galleries.

Problem analysis

Human resource management was never considered a priority in the city hall and thus a clear functional system did not exist. The job descriptions (if any) were designed by the individual heads of department instead of a specific human resources management department. The regular evaluation talks lacked to produce efficient results for the staff and the institution as a whole. A long-term vision on the field of human resources management of Satu Mare municipality did not exist.

Project implementation

The project started with an evaluation of the results of the pilot project implemented in LOGO East I. A team from Satu Mare was trained in Zutphen and Satu Mare in policy making, human resources, and project management, to become responsible for all products of the project, and to be able to implement intersectional projects. Following, a human resources policy for Satu Mare

municipality was developed, comprising a mission, a vision and a strategy. Universal job descriptions and evaluation forms were designed, all documents being approved by the mayor. Moreover, a new organization chart was approved by the mayor for the city hall. The results of different evaluation meetings of the city hall personnel were implemented.

Process management

It is important to note that the city hall team took into account a lesson learnt from the previous LOGO East project: the support of the mayor and local council is essential in these kind of projects. All the materials produced during this project were approved by the mayor as soon as possible, and a local councillor attended all meetings and was also part of the working group. The involvement of the leadership created the idea that the project was compulsory for the civil servants. It was very important that the project developed a 'universal' job description and evaluation forms; these documents created a kind of competition between the civil servants that can be healthy for the city hall functioning system. Further, it was a very important fact that the pilot project already created a successful system in one of the departments of the city hall; keeping this in mind, people accepted the second project much more easily.

Recommendations: do's and don'ts

- The support of the mayor and vice-mayors is crucial when talking about human resources management.
- Keep the stakeholders involved and informed about the changes in human resources policies.
- Explain the evaluation system carefully, because people have a fear when these terms are used.
- Extensive communication and collaboration are the keys to a successful implementation of reforms into an organization. All heads of the departments need to be informed and they should inform all employees.
- A resume of the human resources policy has to be disseminated to the employees.