

PROFESSIONAL TRAINING OF HUMAN RESOURCES IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT AT THE LEVEL OF THE SĂLAJ COUNTY POLICE INSPECTORATE

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Abstract: *This study highlights the changes in human resource management, the shift from traditional paradigms to an individual-centered approach, and the importance of continuous learning and adaptability. It describes the sustainable development of human resources in the Sălaj County Police Inspectorate, emphasizing the crucial role in maintaining public order and cooperation with various institutions, the activity of the structures of the Human Resources Service and the Professional Training Office within the unit, structures with essential activities in the management and development of police personnel. The culmination of the study is the analysis of the professional training within the inspectorate, which highlights the progress and adaptability in the training of the personnel within the Sălaj County Police Inspectorate, but also the importance of effective communication and recognition of meritorious in achieving institutional performance.*

Keywords: *human resources management, sustainable development, Sălaj County Police Inspectorate, professional training, institutional cooperation, Professional Training Office, police tactics.*

INTRODUCTION

In a global context marked by emphasizing the importance of institutional transparency and accountability towards citizens and the sustainable development goals, this paper aims to examine the process of professional training of human resources at the level of the Sălaj County Police Inspectorate. The chosen theme facilitates a deeper understanding of the ways of training human resources in a public institution.

In the foreground, aspects regarding the evolution of human resources management are exposed, emphasizing the transition from traditional paradigms to an individual-centered approach, while highlighting the importance of continuous learning and adaptability in an ever-changing environment, as well as the role of human resources management in formulating organizational policies and strategies. The paper also emphasizes the concern of the Sălaj County Police Inspectorate for sustainable development and the involvement of specialists in training activities.

Reading the paper provides a detailed presentation of the sustainable development of human resources within the Inspectorate, which focuses on analyzing the evolution and progress of the activities carried out over three years, emphasizing the essential role of

professional training in the development of the organization and its adaptability to current needs and environmental changes.

This paper aims to present a deep and detailed understanding of the importance of professional training of human resources within a police institution, but also of the efforts and commitments of the Sălaj County Police Inspectorate, in order to ensure a quality service and adequate training of personnel for various interventions in the field.

1. Considerations regarding human resources management in the Police Inspectorate

1.1. General human resources challenges in the Police Inspectorate

Human resources management has changed significantly over time, given the evolution of society and the needs of employees. From a traditional approach, centered on efficiency and discipline, a modern perspective has been reached, which emphasizes the balance between the professional and personal lives of employees. In the context of totalitarian regimes, initiatives to improve the workforce focused on efficiency and expansion of work capacity, considering the collective to the detriment of the individual, who was perceived as part of the mass of employees (Mathis et al., 1997: 3). Currently, human resource management involves a series of strategic, consulting, and operational activities, aimed at ensuring the achievement of organizational objectives and meeting the needs of employees, focusing on the planning, supervision, and control of human resources in an enterprise, with less emphasis on individual employee issues (Manolescu, 2004: 29).

Thus, the human resources management must ensure that the recruitment, selection and classification of personnel are done in accordance with the organization's policies, but also develop programs and policies for managing stress and promoting a work-life balance of employees. It is essential for HR managers to provide access to psychological counseling and support services, identify the signs of employees' personal problems, and refer them to the appropriate support resources.

By constantly monitoring and evaluating the effectiveness of these programs, HR management can continuously adapt and improve existing policies and practices, ensuring that they respond to employee needs and challenges effectively. Thus, a healthy and supportive work environment can significantly contribute to managing stress and promoting the overall health and well-being of employees, positively impacting organizational performance as a whole.

Implementing a police evaluation and feedback system is crucial for improving employees' performance and career progression. It is important to have progressive staff planning and to reward and properly assess the results achieved. These strategies can strengthen the human resource base and ensure a quality public service (Urziceanu, 2019: 25).

Human resources development is crucial for the long-term growth and performance of an organization, including the Sălaj County Police Inspectorate. In recent years, strategies and programs have been implemented to improve the skills and abilities of police officers. The continuous training of personnel is a central aspect, and efforts have included the arrangement of shooting ranges and cars for practical training, the modernization of equipment and the purchase of simulators and advanced technologies for training.

The involvement of specialists from various fields in training activities, evaluation and constant feedback provided to police officers for performance improvement and career

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progression are essential for a sustainable development of human resources. Progressive staff planning and using the results achieved to reward and appreciate employees are also necessary.

These measures and strategies can strengthen the human resource base of the police unit and ensure a quality public service, adapted to the needs of contemporary society.

1.2. Specific human resources development in the Sălaj County Police Inspectorate

The Sălaj County Police Inspectorate was established in 1968 as part of the Ministry of Interior, subordinated to the Security, the Militia and the State Archives. Currently, I.P.J. Sălaj is responsible for coordinating and managing the activities carried out in the county, ensuring public order and safety. The duties of the police unit cover a wide range of responsibilities, including investigating serious crime and combating organised, economic and banking crime. I.P.J. Sălaj participates in patrolling and intervention for crime prevention, investigation and investigation activities, control of compliance with the legislation on weapons and other dangerous materials, providing support and protection to informants and victims, as well as in humanitarian and cooperation missions, etc. The unit collaborates with other institutions, participates in rescue actions in case of emergencies and ensures that the population is informed about the activities carried out. Through their actions, I.P.J. Sălaj plays a vital role in maintaining safety and justice in the county (<https://sj.politiaromana.ro/ro/informatii-generale/scurt-istoric>).

The Sălaj County Police Inspectorate is structured on services, offices and compartments, as well as on city police. The unit is led by Chief Police Commissioner Marius-Anton Stupar and is subordinated to the Zalău Municipality Police, the Police of the Cities of Șimleu Silvaniei, Cehu Silvaniei and Jibou, as well as Rural Police Stations to which Communal Police Stations are assigned (<https://sj.politiaromana.ro/ro/ipj-salaj/organigrama>).

The police unit carried out integrated actions together with the gendarmes between January 5-7, 2024, to maintain public order and safety. 21 preventive actions and 45 filters were organized, involving 225 policemen, 95 gendarmes and other law enforcement agents. 562 vehicles were checked and 395 people were tested for alcohol or drugs, 345 contravention sanctions were applied in a total amount of 101,605 lei, 32 driving licenses and 5 registration certificates were retained.

The police officers carried out information activities on the new amendments to the Criminal Code regarding road accidents, drawing up criminal cases for driving under the influence of alcohol and robbery. They also informed about the legislation on penalties for drivers involved in fatal accidents under the influence of alcohol, drugs or without a license (<https://sj.politiaromana.ro/ro/stiri-si-media/stiri/actiuni-preventiv-reactive-in-sistem-integrat-pentru-un-sfarsit-de-saptamana-in-siguranta1705317018>).

The Human Resources Service is responsible for optimizing human resources within the police unit. It proposes measures for the selection and knowledge of candidates, the employment and promotion of personnel, but also for the promotion and dismissal from office, the transfer of police officers and agents on request (<https://sj.politiaromana.ro/ro/ipj-salaj/servicii-si-birouri-judetene/serviciul-resurse-umane>).

2. The establishment of the Professional Training Directorate, as a solution to integrated human resources development

In order to respond effectively to current crime and ensure a quality police service, the General Inspectorate of the Romanian Police (I.G.P.R.) has established, starting with 02.08.2021, the Professional Training Directorate. It is directly subordinated to the higher police unit and manages professional training in the Romanian Police. At the territorial level, within the County Police Inspectorates and the General Police Directorate of the Municipality of Bucharest, professional training structures have been created sized according to the number of police officers, respectively Professional Training Offices and Services.

The Professional Training Directorate deals exclusively with the training of police officers, in contrast to other units of the Ministry of Internal Affairs, where it is carried out within the Human Resources Services. The newly created structure manages activities on five lines of work: physical education and self-defense, police tactics, shooting instruction, driving vehicles in defensive and priority mode and specialized training.

A new department, established within the unit, the Professional Training Bureau, led by Chief Police Inspector Iftenie Sorin, coordinates the initial and continuous professional training of police officers, ensuring training in areas such as tactics, physical education, weapons transfers and driving. The objective of this office is to train competent police officers according to European standards, in order to achieve institutional objectives and fulfill the duties of the positions (Order No. 140 of 02.09.2016 of the Minister of Internal Affairs of Romania).

The professional training of police officers, regulated by normative acts, includes initial and continuous training and aims to maintain and improve skills, progress in career and advance in rank. The activities are carried out formally, non-formally and informally, and the annual training process starts on April 1 and ends on March 31 of the following year. At the level of the Sălaj police unit, a specific provision is issued annually, adapted to local needs, detailing the necessary documentation, the time budget, the responsibilities, the evaluations and the necessary preparation for the following year.

2.1. Training activities during the 2021-2022 year

In the 2021-2022 training year, at the level of the territorial unit I.P.J. Sălaj, the training activities were marked by the implementation of a Training Provision by the Human Resources Service. This provision has been negatively affected by several factors, including the COVID-19 pandemic, which has imposed severe restrictions on professional training activities, including the limitation of participants and activities with closed physical contact. It also faced a lack of specialized instructors and adequate infrastructure for defensive driving activities.

Starting with August 2021, the training activities were taken over by the Vocational Training Office, which caused an abrupt transition and syncope in their organization, given that the office initially did not have the necessary staff according to its structure. In order to remedy this situation, the hierarchically superior unit - IGPR, organized centralized competitions for filling vacant positions.

Within these competitions, emphasis was placed on the selection of well-trained police officers, capable of coordinating effective training stages. After the staff was hired, an

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inventory of the available training infrastructure was made and new needs were identified for the continuous professional development of police officers.

The training activities included career initiation and specialization courses, practical internships on different lines of work and shooting sessions at the shooting range. A novelty this year was the introduction of practical night shooting sessions, necessary due to the real field conditions in which the police use the weapons.

The year 2021 marked a turning point in the professional training of police officers, with significant efforts to adapt and improve the training process in optimal and realistic conditions for operational missions.

2.2. Training activities during the 2022-2023 year

In the 2022-2023 training year, at the level of the police unit, the activities started with the elaboration of a Training Provision that regulated the manner and frequency of training activities for all personnel. The management of the unit and the professional training structure focused their efforts on carrying out an extensive number of practical activities and developing the training infrastructure necessary to achieve the proposed objectives.

This year, an important moment was marked by the organization for the first time of practical defensive driving activities within the police unit. These exercises were carried out in a public parking lot, adapted to reproduce the conditions of a car park, in order to train police officers in driving techniques to prevent accidents and anticipate traffic hazards. After acquiring these skills, the policemen were also trained in driving special vehicles with priority traffic regime, essential for missions and rapid interventions.

In the context of equipping the police with new weapons and noting the infrastructural deficiencies, it was decided to allocate funds for the rental of a private shooting range. This measure was necessary to ensure adequate training, including immediate evaluation of practical performance in the use of weapons. In contrast to military ranges, where resources are limited, the use of a private shooting range allowed for more efficient planning of firing sessions and immediate correction of identified deficiencies in the handling of weapons.

Particular attention was paid to the development of physical training, self-defense and police tactics, essential for the activities carried out by traffic police and public order. The acquisition of specific equipment and the use of modern training methods have increased the efficiency of training sessions and the involvement of police officers in these activities.

Following a significant number of new hires, the focus was on career initiation courses and staff specialization, including obtaining professional degrees and further training in various lines of work. An innovation in 2022-2023 was the introduction of a first aid training program, supported by specialists from I.S.U. Porolisum Sălaj. This program included theoretical and practical training for police officers in the field of first aid, with the use of specialized dummies and equipment.

The year 2022-2023 was marked by significant progress in the professional training of police officers within the Sălaj County Police Inspectorate, with a focus on developing practical and theoretical skills in various areas relevant to the efficient performance of job duties.

2.3. Training activities during the 2023-2024 year

In the 2023-2024 professional training year, activities were initiated at the Sălaj County Police Inspectorate according to a well-structured plan, starting with the drafting of a Training Provision for the entire staff. Each police structure developed its own training plan, which included both theoretical aspects and practical activities. Particular emphasis was placed on the development of the infrastructure necessary for carrying out practical activities and on improving the professional training system to accommodate the staff with this concept.

The training in defensive and priority driving included the identification and rental of an adequate area for the arrangement of a car park. The practical activities focused on practicing realistic situations encountered in traffic, such as emergency braking, obstacle avoidance and parking, addressing especially the police officers in the street segment, in order to reduce the road risk among them.

As for the shooting instruction, the collaboration with a private shooting range continued, where practical activities were carried out to simulate real shooting situations. A special emphasis was placed on theoretical training regarding the legislation on the use of weapons, given the increase in situations that require such interventions in current activities.

Physical education, self-defense and police tactics were approached by organizing activities structured on consecutive modules of three days, allowing the police officers to develop multidisciplinary. These modules included practical and theoretical training in self-defense, police tactics and the use of weapons, demonstrating the effectiveness of this format in the advancement of personnel.

In the field of specialized training, a significant amount of time was allocated for the theoretical training of police officers, with a focus on working procedures and legislation. The activities included case studies and the participation of specialists from various fields, providing complete and up-to-date training for staff.

As innovations, an observation sheet for the evaluation of training activities and an anonymous feedback questionnaire have been introduced, contributing to the continuous improvement of training programs.

CONCLUSIONS

After analyzing the three years of activity of the specialized professional training structure established within the unit, it was found that, in order to achieve a continuous development of this concept of professional training, it would be necessary for the institution not to limit itself only to the identification in the external environment of buildings/surfaces suitable for carrying out practical training activities, but also by expanding its own infrastructure and purchasing modern equipment to ensure preparation in step with developments in the field and to maximize the efficiency of the activities carried out.

Within the Romanian Police, professional training is vital for the continuous development of personnel skills and adaptation to the needs of contemporary society. The institution has implemented a structure dedicated to this purpose, reflecting its commitment to improving skills. Adaptability to change is essential for the success and efficiency of the organization in responding to current requirements.

For better efficiency, employee rewards must stimulate desired behaviors and encourage the development of new skills, including through financial and non-financial

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rewards. Recognition of merit and fairness in reward are essential for employee morale and engagement. The police unit should value the diversity of non-financial rewards, such as recognition, promotion and leave benefits, in order to support job satisfaction and deep engagement in work. The integration of new employees and teamwork solidifies an effective and proactive team spirit.

In conclusion, the training strategy of the Romanian Police must be well-structured, effectively combining training, incentives and rewards to ensure optimal performance and a sustainable contribution to the community.

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