

## HUMAN RESOURCES MANAGEMENT ANALYSIS OF THE RATB

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**ABSTRACT.** The purpose of this analysis is to identify ways to increase the quality and efficiency of the urban transport operator (RATB) through improved management of human resources. Analysis of human resource within the operator seeks to identify how it is determined, based on the requirements of the services provided by RATB, the necessary manpower, coverage of such needs, dynamics and economic efficiency of the current structure of personnel, how specific activities are conducted and the effectiveness of human resource management, respectively the efficiency of these activities. It puts emphasis on the involvement of the top management of RATB and, in particular, where human resource strategic management principles apply.

**JEL codes: O15; J21**

**Keywords:** human resources; RATB; management analysis; personnel management; labor–management relations

### 1. Introduction

By the end of 2008, the share of women in urban transport was 27%. On 31.05.2014 the share was unchanged, while between 2009–2014 a restructuring took place, that resulted in the disappearance of positions (such as parts washing laborer, laborer repairing cables, simply stands treasurer, controller tickets) and creation of new ones (e.g. travel controller cards, cashier online charging, offline charging cashier). The main explanation is

that the share of drivers and maintenance personnel is very high. In 2008 in the driver category (4,398 employees), maintenance staff (1,861), respectively plant maintenance and repair (1,421) worked 7,680 employees (about 64% of the total) while in 31.05.2014 their total number was 6,919 employees (62.22%). In these categories which generally involve traditional hard working conditions employees are men, the number of female workers usually being very small. For example, driver buses jobs, trams driver and trolley driver gender structure in 1.01.2009 and 31.05.2014 is presented in Table 1 and Figures 1 and 2.

**Table 1** Gender ratio in 2009 and 2014 of drivers

Job	1.01.2009			31/05/2014		
	Total	Of which women	% women	Total	Of which women	% women
tram driver	975	125	12.82	918	96	10.45
bus driver	2770	2	0.7	2501	0	0
trolleybus driver	664	35	5.27	605	24	3.96
<b>TOTAL</b>	<b>4409</b>	<b>162</b>	<b>3.67</b>	<b>4024</b>	<b>110</b>	<b>2.73</b>

Source: The RATB.

The share much higher for men than women in the trades mentioned above, is largely objective, given the specific work, but through a better organization of exchanges and sharing routes favorable to women, their number may increase in particular due to better working conditions generated by improvements to the means of transport (Radu & Şendroiu, 2015). On the other hand, decreased from 3.67% in 2009 to 2.67% in 2014 the share of women among drivers of vehicles is offset by a greater percentage increase in other categories, so that, as shown, the overall share remains unchanged in 2014 compared to 2009, which confirms a positive trend in this regard.

## 2. Research Methodology

Independent assessment processes in enterprises is an activity whose purpose is to help the organization achieve its goals. This is achieved through a systematic methodology by analyzing business processes, procedures and activities in order to highlight the problems facing the organization and to propose recommendations and solutions. The development, implementation and continuous monitoring of the internal control system and related procedures are the responsibility of management: organization and not the assessor. It assesses the sistem only at certain times, when an evaluation mission is planned (Burlacu, 2009). For the full efficacy of the evaluation, regardless of the process or the assessment, there must be good communication between evaluators and respondents between evaluators and

management of the company, it would be open to proposed recommendations and to facilitate the process of observation by evaluator of the main elements that determine the aspects studied, if human module resources of how the management of human resources within the operator ensures framing the activities within the organization, efficient use of this resource and efficiency processes in terms of quality and motivating employees involved in these processes (Litră & Burlacu, 2014).

In the case of human resource management in RATB the research aims, as indicated in the report currently two plans, namely a quantitative one, on the basis of data available, the development of the economic phenomenon was modeled for the 2009–2014 period, respectively the qualitative one in which events in the recent history of the operator and questions regarding data and perceptions of those involved in staff management were interpreted, gathered in an unstructured interview, conducted in two phases.

The quantitative research was to determine, based on comments and data submitted by the RATB contacts using specific techniques (eg, benchmarking) values of indicators considered significant for human resources in the urban transport (Radu & Matei, 2013). The team of consultants determined, by comparing the performance levels achieved, with normal ones for the effective functioning of the organization, those insurance activities with human resources and efficient use of this resource that lends itself to be improved, recommending concrete ways that can act to increase the quality of these activities and the efficient functioning of the operator as a whole. Analyzed data series were made available to the consultant by representatives of RATB based on the protocol signed between the Authority of Municipal Public Services and the team of consultants and are found in the annex to this report (Ursăcescu, Şendroi, & Radu, 2012). In the various sections of human resource management module dedicated to some of this data is retrieved and reproduced in part, data structures of interest for that section (Radu & Şendroi, 2013).

After analyzing the related primary documents and systematization of the results of quantitative and statistical, organized an unstructured interview with the makers of human resources management, on two stages, clarified main qualitative aspects that formed the basis of the analyzes subdomains (performance management, reward management, engagement management, etc.). In the first stage the Head of Human Resources Management and the heads of the Organizing and Planning Bureau and Norming of Jobs Bureau submitted a number of documents required by the evaluation team. After this first phase mentioned above services received a set of themes which take place on the further discussion. The topics were discussed on 29.10.2014 and interviewees presented a range of views in writing. Following this stage they have emerged from the research team to clarify a number of questions which, largely written response was received. Although the evaluation team

insisted for transmitting that information, certain documents were not received. Also answers to several questions put managers in charge of human resources within urban transport were not provided (e.g. data on certain entities within the RATB such as home health Sportsground Bureau CCM Methodology guidance etc.)

The project team considered the perception and attitude of employees at RATB to organizational climate as very important, which is why it was requested the involvement of Unions from RATB in a survey which, based on a questionnaire developed by the project team to identify key strengths and weaknesses in the relationship between management – employees – unions and the means of action which, by improving the work environment of the operator, will increase the performance of each employee and as a whole collective. The request was rejected.

### 3. Main Findings

Comments and clarifications on the methodological details:

- indicators and indices used in this module are both variable enshrined in literature and economic practice and some specific authors approach, in which case their content will be detailed in this paragraph; in order to report coherent economic effects of the activity Administration to efforts to achieve these effects we will consider further that the actual turnover (Car) is the total value of goods and services for sale, calculated at their current price. The result is similar indicator operation, without including changes in inventories which, in our opinion, in the context of this paper does not significantly influence the results. Thus, in a period of management, we find value Car in reporting respective year, namely in the Income and losses (20) as the sum of row 02 (Production sold) and turn 03 (Revenue from sale of goods). We believe that this indicator is, in this way, more suggestive in terms of the ratio between costs and income registered human resource and gives a better picture lines of action to optimize the activity studied. Both fares and those for other benefits (respectively the price of products sold) is the subject of another chapter of the report and their substantiation will be detailed in chapter;
- wage fund (Fs) used in this module are taken from the Income Statement (Form 20) among 18 – Staff costs, the idea that we discuss the effort Administration to ensure wage, which is proportional to salaries paid.
- the average number of employees (Nms) (and, where specified, the number of employees at the years end –  $N_{sa}$ ) is taken from Form 30 (informative data) of annual financial reports, the row corresponding to the number of employees or the actual number of existing employees at year-end;

- wage fund for administrators/directors are those who have been made available in the annual financial statements Note 8 Information on employees, officers and directors.

Personnel structure is also taken from the same note (8) to the financial statements. For average salary amount ( $S_m$ ) and average productivity ( $P_m$ ) used relations were laid below:

$$S_m = F_s / N_{ms} \quad (1)$$

$$P_m = Car / N_{ms} \quad (2)$$

In the evaluation an analysis using the basic elementary indices chain was used and one using fixed-base indices, in this case representing a 2009 basis.

Values used for the number of the fleet ( $K_m$ ) Number of trips made ( $T_n$ ) respectively Kilometres traveled ( $T_k$ ) are taken also from the annual financial statements, namely the Report of the Administrator on the financial year; Due to the lack of a programmatic document (the strategy) application of benchmarking as a method of analysis was done by comparing the values recorded similar values of previous periods, as there, when designing the study, target values that the organization aims to achieve. Given the above observations are presented further development of the turnover reale-Car, detailed two components, production and sale of the goods sold  $P_v$  VM, the Turnover of business-like, subsidy-SBV, the Fund  $F_s$  salaries, the wage bill administrators (SLA) and directors (SLD), the average number of employees (LMS) average wage and average productivity  $P_m$   $S_m$  (Table 2). We also present a compact and evolution of indicators of achievements in physical expression unit: the fleet ( $K_m$ ) Number of trips made ( $T_n$ ) respectively Kilometres traveled ( $T_k$ ) (Table 3).

Turnover ( $Ca$ ) has fluctuated, peaking in 2009 and a minimum in 2013, when it falls just below that recorded in 2008. A structural analysis of the developments show that in fact, the subsidy represents a constant percentage between 71.02% (2008) and 74.77% (2011), there is no proportionality between  $Ca$  and  $Car$ . In the literature for similar operators meet weights of 40–50% share of the subsidy in turnover. This result justifies reporting further on  $Car$  for determining indicators and indices used further.

In terms of number of employees ( $N_{ms}$ ), it had periods of growth (eg in 2009 compared to 2008 and 2013 to 2012), growth correlated with developments in real turnover or the evolution of the number of trips or the number of kilometers traveled (Table 2).

**Table 2** Evolution of the main indicators regarding human resources efficacy [lei]

<b>Base indicators</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>sI/2014</b>
<i>Turnover (Ca)</i>	654693118	708377008	701910383	686099298	698666050	646668571	352112765
<i>Subsidies</i>	465000000	520000000	519000000	513000000	521000000	464408000	263650000
<i>Income from services</i>	188375937	186973600	181672595	171756250	176528952	181217176	88023071
<i>Sale of goods</i>	1317181	1403408	1237788	1343048	1137098	1043395	439694
<i>Wage fund</i>	473321288	531407505	534388690	511037222	496163576	503803533	252526884
<i>Administrators</i>	137116	124805	51451	76823	75757	108221	No data available
<i>Wage fund for the top management</i>	636933	556095	535001	543812	582028	795237	No data available
<i>Average number of employees</i>	11962	11994	11677	11190	10949	11120	10890
<i>Nr of employees at the end of the year</i>	Not specified	Not specified	11496	11066	11040	11067	10811
<i>Average medium wage</i>	39568.7417	44306.1118	45764.2108	45669.0994	45315.8805	45306.0731	46378
<i>Annual productivity</i>	15857.97	15705.93	15664.15	15469.10	16226.69	16390.33	16365.32

Source: The RATB economic and financial documentation and authors' research.

**Table 3** Comparative evolution of the park environment, the number of trips made, the total number of kilometers and the average number of employees

	<b>2009</b>	<b>2009 compared to 2008</b>	<b>2010</b>	<b>2010 compared to 2009</b>	<b>2011</b>	<b>2011 compared to 2010</b>	<b>2012</b>	<b>2012 compared to 2011</b>	<b>2013</b>	<b>2013 compared to 2012</b>
<i>Average fleet side [Units]</i>	1512	104.78	1558	103.04	1387	89.02	1345	96.97	1337	99.4
<i>Trips made [MII CAL.]</i>	788282	97.92	761078	96.54	769261	101.1	750946	97.61	725605	96.62
<i>KM traveled [MII KM]</i>	94612	104.4	95958	101.42	86188	89.81	83343	96.69	83679	100.4
<i>Average number of employees [SAL.]</i>	11994	100	11677	97	11190	96	10949	98	11120	102

Source: The RATB economic and financial documentation and authors' research.

Thus, if in 2009 we can observe an increase of 104.78% of the mediul number of vehicles compared to the previous year and a similar increase in the number of kilometers traveled, the average number of personnel remained unchanged which indicates a fair policy to increase labor productivity. In 2010 the fleet is growing again and the number of employees decreases, which leads to a decrease in the number of journeys made and the number of kilometers driven, which indicates either increased damage to the fleet or an under dimensioning of the human resources of the operator. In 2011 average fleet decreased to 89% of the existing one in 2010 and the average number of employees was declining at a slower pace, keeping unchanged the number of kilometers driven, which means that in terms of structure and size human resource reach an optimum level. In 2012 the decrease km driven, the park and the number of travelers is more than the increase of number of employees and in 2013, amid the ongoing decline in services, personnel increase significantly which may indicate either the extensive development of human resources in order to prepare for development projects or because of a mismatch in employment numbers with the real needs of the Operator.

For comparison with other similar European organizations we will use an indicator calculated as the ratio between the total number of employees and total number of vehicles. Thus, for RATB this index varies between 8.29 in 2008 and 8.31 in 2013 given that, for example, the Polish operators (MPK Lodz, Katowice MPK, and MPK Krakow) this indicator decreased from approximately 7.88 to about 5.5 and is still considered too high. In these circumstances, in 2013, an average of 1,337 vehicles with an index regarding personnel/vehicles ratio of 8.31, the number of employees at RATB should be about 6, so 72% of what it is today.

Analyzing (where there were documents made available by RATB) change in the number of employees at the end of the year there is a better uniformity between 2011–2013 after a significant decrease between 2010 and 2011, differences from average number of employees dynamics fluctuation in staff. We can say therefore that from the point of view of  $C_{ar}$  and the  $N_{ms}$  there is a certain balance, annual variations are not due to structural changes and major functional but some technical elements such as movement of labor (objective causes, beyond the control of the employee, such as retirements, deaths, etc.). The downward trend in the number of employees is visible in the 2008–2009 period, after which it stabilizes at a level of around 11,000 employees. Table 4.3 illustrates index variation increase in the number of employees who, without information on the number of existing employees in the unit at the end of 2008 and 2009 is calculated using  $N_{ms}$ . In these circumstances, the growth indices of real turnover are as shown in Table 3 using the following abbreviations:

- Ica – indices  $C_{ar}$ ;
- Ifs – indices  $F_s$ ;
- Inp – indices  $N_{mp}$ ;
- Iw – indices  $P_m$ ;
- Ism – indices  $S_m$ .

**Table 3** Indices by rising Ica, Ifs, Inp, IW and Ism

<b>Ica</b>					<b>0.93</b>
<b>Ifs</b>	1.12	1.01	0.96	0.97	1.02
<b>Inp</b>	1.00	0.97	0.96	0.98	1.02
<b>Iw</b>	99.04	99.73	98.75	104.90	101.01
<b>Ism</b>	111.97	103.29	99.79	99.23	99.98

Source: Authors' calculations.

Average wage and labor productivity evolved as shown in Table 3.1. While  $S_m$  performed in 2008–2010 from 39568,74 to 45764,21 lei decreased labor productivity continued throughout this period (from 2008 to 15469,10 15857,97 in 2011). We can conclude from these values that there was no normal correlation between wages and actual results and performance of human resources of the operator. The average salary decreases between 2011 and 2013 but they are insignificant and are likely due to changes in the structure of human resources. Productivity decreases until 2011 but in 2012 and 2013 it follows a rising trend, coupled with the trend shown above for  $S_m$  it indicates a correct approach to economic management in recent years.

We consider of much interest a comparison of the growth index of average the salary and the average wage in the urban transport. Thus, according to (<https://statistici.insse.ro>, 2014) consumer price growth index in 2009–2013 compared to 2008 varied as follows (Table 4.4):

**Table 4** Changes in consumer price indices and average salary RATB in 2013 compared to 2008–2012

Current period	Reference period	Ycpi (Consumer prices index)	Average wage growth index
2013	2008	127.34	114.5
	2009	120.6	102.25
	2010	113.67	98.99
	2011	107.45	99.2
	2012	103.98	99.97

Source: Authors' calculations and information from the national institute of statistics (INSSE).

The fact that the average index of price growth in 2013 compared to 2008 is significantly higher than the average wage increase in the RATB shows that, in reality, even if the average salary increases, they did not compensate for the price increases and the increase was only a reduction in real terms of purchasing power of employees. This observation, together with the decrease



in average wages even compared to 2008 recorded in 2010–2013 resulting from Table 1 shows that perhaps the attractiveness of RATB for labor is decreasing and that measures to increase such attractiveness are needed.

At the same time, through a simple logic a set of desirable values for RATB can be created. Taking into account the consumer price index in 2013 compared to 2008 we can determine, based on the 2008 average wage the average minimum wage that should have been secured in 2013 to cover even price index growth.

$$Sm_{2013} = Sm_{2008} \times Y_{cpi2013/2008} = 39568,74 \times 1,2734 = 50.386,83$$

where:  $Sm_{2008}$ ,  $Sm_{2013}$  represents the average salaries of 2008 and 2013 as calculated in Table 1 and  $Y_{cpi2013 / 2008}$  is the price growth index in 2013 compared to 2008. In reality, the average salary in 2013 was 45,306,07 lei, 10% lower. Under these conditions, labor productivity growth in 2013 compared to 2008 should be at least equal to the average wage index so productivity in 2013 would have been of 20139.63. In 2013 it was actually 16,390,34, 81% of the minimum allowed. In these conditions, starting from  $C_{ar}$  registered in 2013, the maximum number of employees that should have directed his employees as of 9,050, as compared to 11,120 in 2013 have, i.e. 81%.

It is obvious that disponibilizations of 2070 employees are not to be taken into account but an increase in  $C_{ar}$  simultaneously with staff restructuring to a reasonable level of employees. Given the fundamental economic correlations, namely:

$$ICA > IFS > INS \quad (4.1)$$

where:

${}^1CA$  – turnover index;

${}^1Fs$  – salaries fund index;

${}^1Ns$  – number of employees index.

And respectively,

$$IW > IS \quad (4.2)$$

where:  ${}^1W$  – work productivity index and  ${}^1S$  – average salary index.

Therefore, we can analyze the Operator framing in the following conditions: For the period 2008–2009 we have:

- ITurnover index:  $ICA=108\%$
- Annual productivity index:  $Iw=99\%$
- Index of wage fund:  $IFS=112\%$
- Index number of employees:  $NIS=100\%$
- Average wage index:  $ISM=111\%$ .

The indices are in the following relationship:

$ICA < IFS < INP$

$IW < IS$ .

None of the correlations is respected in the previous scenario, which leads to the conclusion that staffing was not done in correlation with the real needs of the urban transport operator and the results that the company has achieved over the previous year do not justify the increase in payrolls. This increase was made while the wage fund has not increased accordingly, which led to a decrease in the average wage and therefore a lack of motivation of human resources.

For the period 2009–2010 the index values are:

- Turnover index  $ICA=99\%$
- Annual productivity index:  $Iw=99\%$
- Index of wage fund:  $IFS=101\%$
- Index number of employees:  $NIS=97\%$
- Average wage index:  $ISM=103\%$ .

which generates the following situation:

$ICA < IFS$  and  $ICA < INP$

$IW < IS$ .

Unlike the previous period we can observe a higher growth of the wage fund compared to the evolution (decrease) in number of employees. Unfortunately wage bill has increased by a fall of turnover making the progress as a whole not to be considered positive, for lack of sustainability.

Given that drop of the average productivity we can observe however an increase in average wages, which is considered a negative fact.

Between 2010 and 2011:

- Turnover index:  $ICA=98\%$
- Annual productivity index:  $Iw=98\%$
- Index of wage fund:  $IFS=96\%$
- Index number of employees:  $NIS=96\%$
- Average wage index:  $ISM=99\%$ .

$ICA > IFS = INP$

$IW < IS$ .

It can be appreciated that for the first time within the studied interval the operator's activity in 2011 followed a normal trend through the correlation between the evolution of the wage fund (increased equal to the number of employees) and the evolution of turnover. However, both indicators decreased but the wage fund fell more strongly (96% versus 98% in

turnover) leading to compliance correlation (1). Instead, as in previous years, the correlation between productivity developments and the average minimum wage is not respected in this period (the sharp decrease in productivity over the decline of the average wage).

The interval between 2011 and 2012 is characterized by the following set of values for indices studied:

- Turnover index:  $I_{CA}=88\%$
- Annual productivity index:  $I_w=87\%$
- Wage fund index:  $I_{FS}=105\%$
- Number of employees index:  $I_{NS}=101\%$
- Average wage index:  $I_S=103\%$ .

Conclusion:  $I_{CA} < I_{FS} < I_{NS}$  and  $I_w < I_S$ .

If in the last year there is a noticeable improvement of compliance correlations in this range still none of the correlations are respected as a whole.

For the period 2012–2013 economic efficiency indicators show the following values:

- Index of turnover:  $I_{CA}=104\%$
- Annual productivity index:  $I_w=98\%$
- Index of wage fund:  $I_{FS}=107\%$
- Index number of employees:  $I_{NS}=105\%$
- Average wage index:  $I_S=101\%$ .

Therefore,

$I_{FS} > I_{NP}$  – the correlation is respected;

$I_{CA} < I_{FS}$  – the correlation is not respected;

$I_{CA} < I_{NP}$  – the correlation is not respected.

While the average productivity drops further, the average wage index unjustifiably increases in correlation with the productivity drop:  $I_w < I_S$ .

Therefore, it is necessary to respect the fundamental correlations, an increase in real turnover at a higher rate than the growth rate of other indicators. In these conditions, any price increase for services could, at least for the immediate future, solve this problem, among others. However, productivity growth must have other sources, including a more efficient structure of the human resources in correlation with the strategy of the Operator. The structure of the human resources at RATB is presented in Table 5.

**Table 5** The staff structure of the Operator (RATB)

Staff category		31/5/2014	
		number	%
Workers	Qualified	281	
	Unqualified	9217	
<b>Total Workers</b>		9498	87.5
<b>Foremen</b>		158	
<b>Total Foremen</b>		158	1.5
Execution staff	technicians	98	
	engineers	222	
	junior engineers	57	
	junior economists	106	
	economists	127	
<b>Other execution staff</b>		261	
<b>Administrative staff</b>		198	
<b>Total Execution &amp; Management staff</b>		1069	9.9
Medical staff	workers	38	
	execution	83	
	administrative	3	
<b>Total Medical staff</b>		124	1.1
<b>Total staff</b>		10849	100.0

Source: Human Resources department at the RATB.

To have a perspective over the dynamics of the number of employees, we present in Table 6 the evolution of the main staff of RATB.

**Table 6** Staff structure dynamics for the 2008–2014 period .....

Staff category		12/31/2008		12/31/2009		12/31/2010		12/31/2011		12/31/2012		12/31/2013		5/31/2014	
		Nr.	%	Nr.	%	Nr.	%	Nr.	%	Nr.	%	Nr.	%	Nr.	%
Workers	Qualified	341		314		234		203		199		298		281	
	Unqualified	10491		10332		9947		9532		9458		9389		9217	
<b>Total Workers:</b>		10832	88.9	10646	88.9	10181	88.6	9735	88.0	9657	87.5	9687	87.5	9498	87.5
Foremen		196		182		166		160		157		158		158	
<b>Total Foremen</b>		196	1.6	182	1.5	166	1.4	160	1.4	157	1.4	158	1.4	158	1.5
Execution staff	technicians	114		111		105		103		106		102		98	
	engineers	184		190		217		217		228		230		222	
	junior engineers	65		65		74		70		65		62		57	
	junior economists	149		142		137		131		119		108		106	
	economists	77		78		91		99		114		124		127	
Execution staff		163		159		208		229		253		267		261	
Administrative staff		256		249		187		194		211		199		198	
<b>Total Execution &amp; management staff</b>		1008	8.3	994	8.3	1019	8.9	1043	9.4	1096	9.9	1092	9.9	1069	9.9
Medical staff	workers	41		40		41		39		39		38		38	
	execution	107		110		83		83		87		88		83	
	administrative	4		3		3		3		3		2		3	
<b>Total medical staff</b>		152	1.2	153	1.3	127	1.1	125	1.1	129	1.2	128	1.2	124	1.1
<b>Total staff of RATB</b>		12188	100	11975	100	11493	100	11063	100	11039	100	11065	100	10849	100

#### 4. Conclusions and Recommendations

Starting from the situation presented which shows the quantitative evolution of the services provided (km traveled, journeys made) we can see that in 2013 compared to 2008 the volume of these services decreased to 92.3% (km traveled) or 90.1 (number of travels) while the average number of staff decreased to 89.01%. The total fleet also decreased to 92.6% compared to the existing fleet in 2008. The decrease is less than the average decline in the number of journeys which means decreased productivity of transport along with a slight increase in average productivity per employee. One conclusion that emerges from these data is that either the fleet is aging and working time of transport is burdened by interruptions for repairs, or citizens traveling less to transport than they did in 2008, preferring other ways transport in Bucharest and the surrounding areas served by the operator. We believe that the second possibility is not true only in few occasions, however, the option of a passenger to use transportation provided by RATB is influenced primarily by the availability and comfort level of its services, the price suffering no change during the study. In these circumstances, the maintenance of the fleet should be analyzed specifically, both economically, to determine for each vehicle separately profitability of living costs compared to the possibility of scrapping/recovery and the purchase of one new one to decrease intervention time and costs. The analysis must be done for each type of vehicle and be followed by a restructuring of maintenance and repair work in order to adapt it to the new requirements.

At the same time, we consider necessary a reassessment of the relationship between the number of employed drivers and those needed at this time, while the means of transport to be scrapped and stationed more time will be replaced with some functional. For example, according to information we have from the AMRSP is that in November 2014 the Operator's depot known as "Giurgiului" that out of 45 trams stationed here only 22 are functional but, even so if there were 45 functional trams there would be not enough drivers to operate all of them.

As regards the general structure of personnel, a first assessment is related to the total weight of the management staff. In 2014 it amounted to 0.018% (198 persons), while in 2008 amounted to 0.021% (256 employees in management positions). But execution staff increased from 163 in 2008 to 261 in 2013, i.e. 1.6 times.

We believe that compared to growth rates recorded in other indicators this increase is unreasonably high, especially since the salaries of employees of this segment are above the average salary, significantly influencing the wage fund. This staff class represented 0.013% in 2008 and in 2014 was 0.024% out of the total number of employees. Given the data above, the restructuring of staff within the Administration and in compliance with the

general trend in the public service providers, to mitigate as far as possible, this category should not have more than 160 members. The exact number to be determined based on the Bureau Norming tasks envisaged for these employees, given that the average salary expense 4,000 lei per month / employee 100 existing staff reduction would mean a savings of 4.8 million lei/year (an amount roughly equivalent to the cost of one new tram with outstanding performance).

There is therefore a real potential for restructuring the activity at RATB and not just through layoffs or subordinating structures to others within the organization but by highlighting new types of activities for which employees can be trained and retrained within different compartments that no longer justify their number of employees.

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