Conflict management system planning at the Inspectorate for Emergency situations Dambovita

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Abstract: Ideally, the organization should be a place where highly motivated people can work together to achieve both their individual goals and the goals of the organization. If the organization management team has done a good job by acquiring well-qualified individuals, the challenge becomes one of developing and maintaining a supportive organizational climate. This is not an easy task to fulfill. The environment of an organization is strongly influenced by two factors namely, change and conflict, which can impede the efforts of the individuals and groups toward organization goals accomplishment. The organization management team needs to understand and manage these two factors in order to make things go normally and profitably within the organization.

Key words: Organization management team, change, conflict management system planning, Inspectorate for Emergency Situation of Dambovita county

1 Introduction
The climate or psychological environment of an organization influences the people who work within it. Each organization has its own unique climate. “An organization reflects the history of its internal and external struggles, the types of people it attracts, its work processes and layout, the modes of communication, and the exercises of authority within the system” [1]. These variables interact to create an organizational “personality”. This personality is referred to as organizational climate, which is the internal environment in which the organization members function [2].

The concept of organizational climate is not important by itself. What is important for a manager to realize is the total sum of its ingredients and its influence on the individual. The organizational climate is composed of many factors. These factors as a whole describe the personality of the organization. The alteration of a factor can affect all the other factors and change the climate of the work environment. It is significant that the climate influences the people who work within it. In consequence, the climate can be either repressive or supportive, depending on how it is managed.

The key for management is to be aware of the factors that can alter a supportive climate, anticipate their occurrence and manage for a positive result.

2 The nature of change in an organization
Change is a shift or alteration in the present organizational environment. The shift or change may be in the way employees perceive things or in how items are organized, processed, created, or maintained. Every individual and organization experiences change. Sometimes the change is planned. Sometimes events beyond the individual’s or organization’s control initiate the change. Change must therefore, managed in order to avoid the occurrence of major disturbance within the respective organization. A starting point to understanding change is to examine potential source of change.

Change may originate from inside or outside the organization. External sources of change may include
technology, competition, government actions, economic variables and social values. Government regulation on health, safety and the conduct of business affect strongly the good work of an organization. Economic conditions – such as recession, inflation and interest rates, are sources of change also. Cultural changes can affect the organizational environment.

Internal sources of change might include managerial policies or styles, systems, and procedures, technology and employees attitudes, with their resultant behavior. As an example, if a manager develops a new set of expectations for job performance, this change will influence the values and behaviors of the employees affected. The employees could adapt to these expectations or resist them.

Knowing what change is and the potential sources of change is important for a manager. A second area of knowledge a manager needs, is to know when change is needed in an organization.

Larry Greiner has developed a model that shows the evolution of change in an organization. Through research, Greiner found that there is a general pattern of growth for an organization and there are corresponding crises that demand change. Evolutionary change is gradual and constant, while revolutionary change is rapid and immediate.[3]

The five phases of growth of an organization are creativity, direction, delegation, coordination, collaboration.

A proactive approach to managing conflict can clarify issues, interests, and facts, foster creativity, and help to develop more constructive working relationships. Organizations that manage differences in a constructive and sustainable manner can realize substantial gains in productivity, cost savings, and interpersonal and workplace morale. Conflict management system design provides an innovative and effective avenue for organizations and their employees to develop the necessary tools and skills to achieve these and other benefits.

The use of conflict management system is growing throughout the public and private sectors in the United States and Canada. Efforts that are focused on conflict within the workplace include:

- the introduction of interest-based processes such as mediation;
- the appointment of an organizational ombudsman;
- the integration of mediation clauses into collective agreements in unionized workplaces; and
- system-wide implementation that serves as a strategic basis for facilitating change within organizations.

Efforts that focus on managing conflict between an organization and external parties include:

- mediation and other programs for administrative tribunals or regulatory bodies;
- corporate programs that apply conflict management externally (e.g. to disputes with suppliers or customers); and
- conflict management protocols and/or structures inserted into such agreements as:
  - joint venture, partnering, purchase and sale; shareholder; supply; lease; license;
  - dealership or distributorship; and franchise agreements.

Experience shows that for conflict management practices and systems to be effective and sustainable, they need to be tailored and adaptable to the distinct interests and needs of organizations. This working paper will describe the competencies needed to design and implement conflict management practices and systems.

**Premises:**

- a conflict management practice or system should aim to prevent conflict and encourage the early resolution of conflict whenever possible;
- design initiatives will vary depending on the timeframes, financial and human resources available to the organization;
- organizations should deal with interpersonal and other workplace conflict in a proactive and systemic manner;
- well-designed and implemented conflict management practices and systems can dramatically improve the lives of all persons in organizations (managers, employees, teams, etc.), improve productivity, and lessen unnecessary litigation and grievances;
- the effects of a well-designed and implemented conflict management practice or system can reach beyond the workplace to improve relationships with those with whom an organization interacts, such as clients, patients, venders, students, etc.; and
- organizations with well-designed conflict management practices and systems are more likely to succeed in today's rapidly changing economic and work environments.

### 3 Designing Conflict Management Systems

Designing an effective conflict management system is a complex task. Experience has taught us that such tasks should be approached in an organized manner. To help you do this, we will present a proposed planning model that begins with an assessment of an organization's needs and moves through the steps of planning, implementation, and evaluation. It is important to understand that this model does not prescribe a particular solution. To the contrary, because the design is based on each organization's unique needs and circumstances, using this planning model will ensure that the conflict management system will better serve each client's distinct requirements. In conflict management systems.
design, the critical steps of monitoring and evaluation are often neglected. These tasks have at least two functions: program improvement throughout the life of a project, and summation of the project's outcomes. Monitoring and evaluation ought to be planned as part of the action planning stage and used continuously.

4 Competencies in Conflict Management System Design

The knowledge and abilities required for carrying out complex change work is more than can be expected of one individual. As a result, the following provides an account of the knowledge and abilities that a design/implementation team should possess. In developing the following list, the Committee seeks to identify competencies that are keys to successfully designing and implementing conflict management practices and systems, without encouraging rigidity.

While a design team that possesses all of the following competencies is seen as ideal, this may not be achievable due to budgetary, resource, and/or other constraints on a particular project. Nevertheless, designers working alone or with a smaller team should be aware of these competencies, as each is significant in providing high quality work. Designers who recognize that they or their team are weak in a particular area should inform their client that it would be advisable to include someone with additional expertise in that area and/or make a special effort to bolster their knowledge to the extent possible.

Knowledge:
1. Knowledge of laws and regulations that have an impact on conflict management and on organizational functioning in areas related to conflict management.
2. Knowledge of the dynamics of organizational change.
3. Knowledge of the design and practice of training in the workplace, including adult learning theory.
4. Knowledge of conflict resolution theory, principles, and methods, particularly as they apply to the various possible conflict resolution mechanisms that are typically part of conflict management systems.
5. Keep up with the best practices in conflict management systems design.

5 case study – conflict management system planning at the Inspectorate for Emergency situations Dambovita

The Inspectorate for Emergency Situations Dambovita “Basarab I” is a public service organization, subordinated to the General Inspectorate for Emergency Situations. It was established with the view to manage the emergency situations on the risk types from competency.

The Inspectorate for Emergency Situations Dambovita “Basarab I” came into being on the 15 of December 2004, under the order of the minister for administration and domestic affairs, by unifying the Dambovita Firemen Unit “Basarab I” and the Civil Protection Inspectorate of Dambovita County.

Its mission is to ensure the life and health of the citizens from Dambovita County as well as the environment, the material and cultural values, in case of fire, accidents and calamities.

It is a component of the National System of Emergency Situations Management which ensures the coordination, guidance and control of the prevention and administration of the emergency situations in the competence area.

The organizatoric structure comprises:
Conflict Management System Planning
Phase 1: Identify and Describe Problems and Needs
· Gather information about IESD and its organization. (This will include such things as: relationships between military/civilian; mechanisms for disseminating information; enough knowledge of structure to ensure program is supported)
· Gather information about conflict management problems in IESD. This will be used as part of the needs analysis and will also provide the baseline data for program monitoring and evaluation.
· Prepare an inventory of existing and proposed mechanisms of conflict management within IESD
· Prepare a conflict management needs assessment.

Product: IESD Conflict Management Needs Assessment
Phase 2: Develop an Action Plan (in this case, for the military personnel)
- In the specified locations, need to define the units and structures within which the military personnel projects will be implemented.
- Select the individuals who will be involved in the planning and implementation of the military personnel projects.
- Determine the goals and objectives of the program.
- Based on training needs, set training program standards.
- Prepare a work plan.
**Product:** Action Plan for Each of the military site

Phase 3: Carry Out the Action Plan
- Obtain support for the program. An important component of this will be the communication plan.
- Conduct training for those selected at each military site
- Establish operating procedures at each military site.  
  *This will include developing a system describing how individuals can access the program*
- Deliver the program
**Product:** Implemented Program

Phase 4: Monitor and Evaluate the Program
Report on Competencies in Conflict Management Systems Design
- Monitor the program's implementation
- Evaluate the program's impact
- Write an evaluation report
**Product:** Information to determine whether the program has been properly implemented, if it should continue, and how it should change.

Conclusions
As organizations become increasingly interdependent and experience rapid change both internally and externally, they inevitably encounter diverse and complex challenges. Failure to deal with such challenges in a constructive way can pose a significant drain on human and financial resources.

A proactive approach to managing conflict can clarify issues, interests, and facts, foster creativity, and help to develop more constructive working relationships. Organizations that manage differences in a constructive and sustainable manner can realize substantial gains in productivity, cost savings, and interpersonal and workplace morale. Conflict management system design provides an innovative and effective avenue for organizations and their employees to develop the necessary tools and skills to achieve these and other benefits.

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