

SPECIFIC FRAMEWORKS OF ORGANIZATION IN THE MEDICAL SECTOR AND SELECTION PROCEDURES ASSOCIATED WITH THE MEDICAL FIELD

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The design of the organization framework is done according to the activity objective, the types of services and the technical standards. Present paper present different types of organization frameworks: simple (the head doctor is also the manager; technical structure and auxiliary personnel; the operations group); technical bureaucracy (works best in case of calamities); professional bureaucracy; mutual arrangement; matrix framework. The research is carried out in order to identify a proper framework for the medical field. Also in the paper is treated a vital problem for medical field in Romania: personnel selection process.

The selection process is made out of two parts: the first step is that of recruitment; which has the objective of finding suitable candidates and the second step is that of selecting the best performing candidates. The process starts with a letter of intent, followed by an interview (which contains a multitude of questions and psychological tests). If all the requirements are optimally met, then, a professional team can be built.

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1. Specific organization frameworks

The framework of organization is based on the objective of the activity, the types of services and technological standards – medical technology and instruments, pharmaceuticals. In the case of introducing new technology, changes can appear in the framework, functional levels, number of positions. There are a lot of organization frameworks. Below there are some examples starting from figure 1.

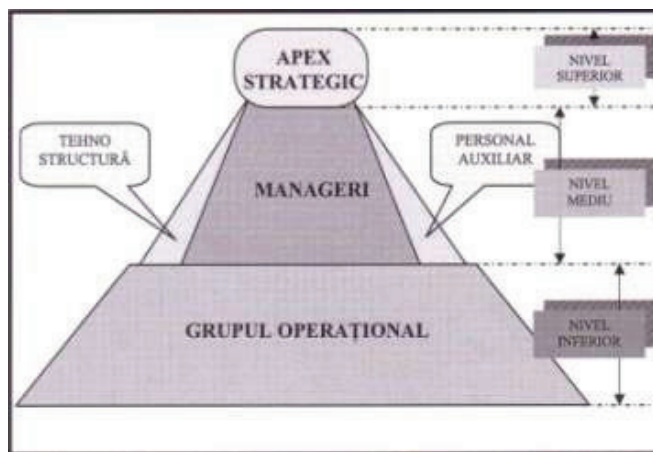


Figure 1. Organization Framework

Framework types:

1. Simple – represented by private practices:

- the main doctor is also the manager;
- the technical structure and adjacent personnel;
- operations group: minimum number of people.

2. Technical bureaucracy – complex, integrated framework, with well trained, experienced personnel:

- decisions are made by the strategic apex;
- management and control styles are autocratic.

This type of framework is not adequate to the medical system but it can work in case of major emergencies or catastrophes.

3. Professional bureaucracy – is made out of complex, integrated framework, numerous in personnel; in which the strategic apex is formed out of field experts and the decisions are imposed in a decentralized manner.

This type of framework is best represented in medical corporations.

4. Mutual arrangement – diversified, non-standard framework. Some features:

- managers of the different levels in the organization have decisional independence;
- control is done independently;
- activity coordination – through mutual arrangement, the interaction between managers and specialist.

This type of framework works well in the case of medical research.

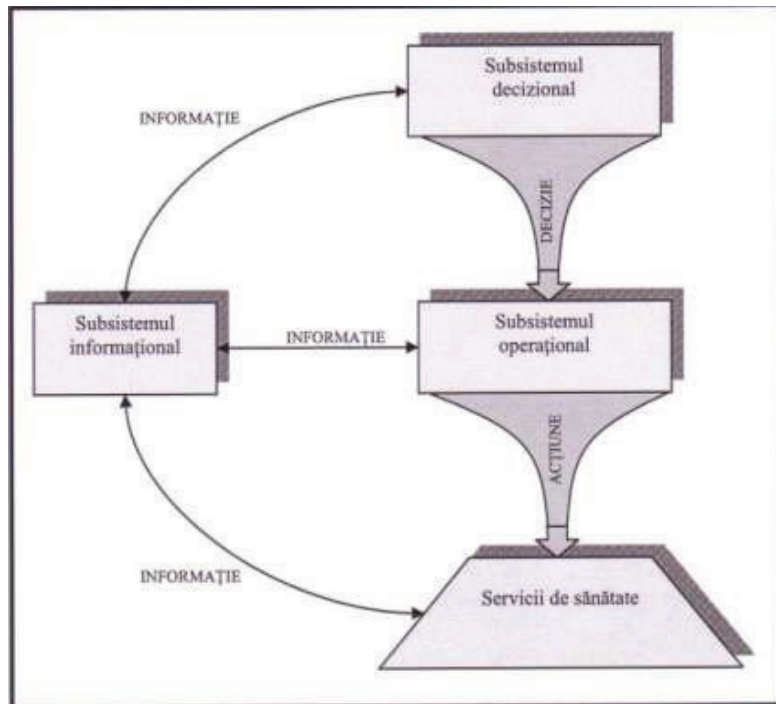


Figure 2. Health system – functional framework.

5. Matrix framework – the general manager has a very important role in activity organizing, following the proposed objective.

In the present Romanian Social Health Insurance System has a complex structure that wants to deliver the best medical services. Although in the last years, the structure have been changes we could say that the system presented in the figure 3 require much more improvements in order to increase the quality for the medical services.

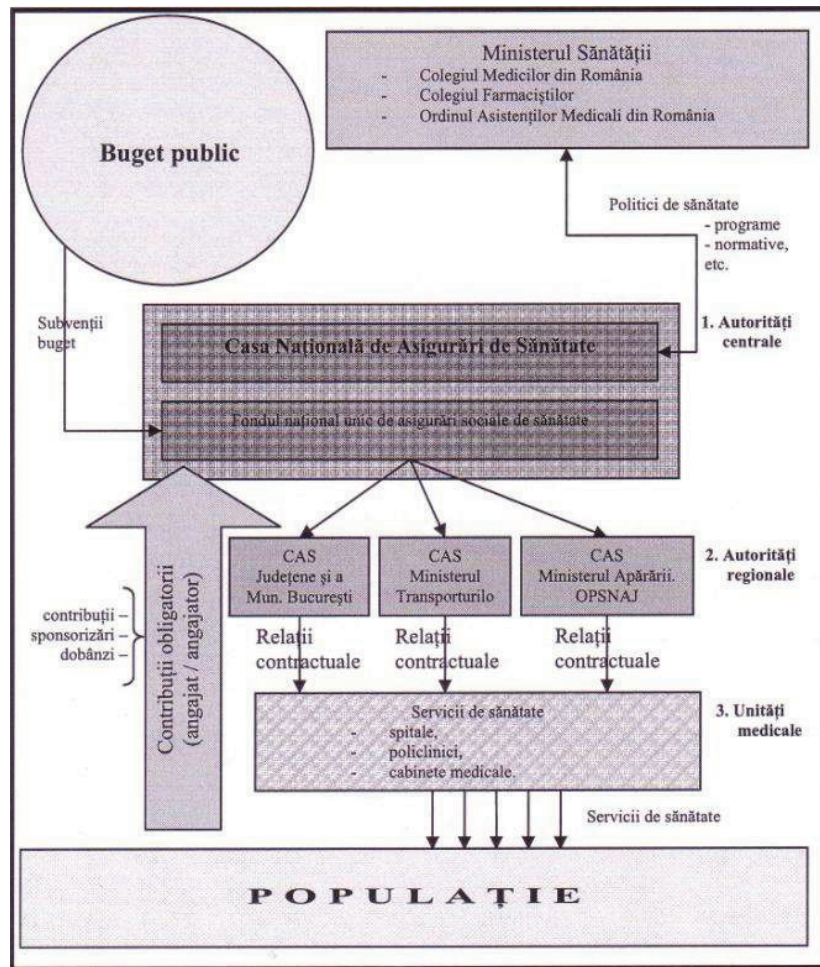


Figure 3. Romanian Social Health Insurance System

2. Selection procedures

The objective of recruitment is to find the appropriate candidates for certain positions and to draw them to the organization, while the job of selection is to choose the best of them and convince them to stay in the organization. The main reason of the selection process is to make an acceptable offer to the most appropriate candidate for the position in question.

The most used method in selection is interviewing, after which the psychological test. The first step in this process is a “letter of intent” in which the candidate explains his or hers interest in the vacant position. This procedure enables easier access to the interview, because the candidates knowingly leave out anything that would be of disadvantage to them. This is the reason why many organizations have decided to create their own applications, requiring the candidates to express themselves in a standardized way. These applications require routine information or open questions.

The interview

It is the most often used selection procedure.

To be of value, the interview refers to similar conclusions about the candidates from different interviewers – an interview is considered valid when a candidate is appropriate for a certain position.

Here is a guide of good interview manners:

be prepared for the interview - for this is necessary to gather information as much as possible, develop details for the job, create the candidate profile, design the application form, do a plan for the interview process;

show to the candidate that s(he) is welcomed – for this is necessary to present to every candidate the procedure for the interview, then starting the interview by using simple and incentive questions;

encourage the candidate to speak – for this is necessary to have open questions, support questions. Listen carefully every response of the candidate. Also stop to interesting points of discussions in order to find out more about candidate skills;

control and monitor the interview - for this you need to focus the questions in the direction that you need to reach your goals; look to the watch time to time in order to respect the duration of the interview;

offer to the candidate any useful information - respond to some questions asked by the candidate concern the job position and inform the candidate about the next step of the selection process;

prepare to finish the interview and the meeting - try to finalize the interview with gather final information concern the candidate; after the meeting is important to make some notes about the candidate and also give a mark to the candidate; also fulfill the administrative procedure required for the final decision.

In a selection interview, questions play a vital role, being the main way of obtaining information from a candidate. Questions can be open or closed. The principal differences between these two types are: Closed question ask for a specific answer or a yes/no answer. For example: "What studies do you have to be qualified for this position?" (Specific answer); "Do you have any experience?" (Yes/no). Open question asks of a person to answer about a subject in his or her way: "What interests you in this position?" Open questions are asked to verify the information that the candidate offered in the letter of intent. There are situations where candidate assumes control of the interview, dominates the discussion, following his or hers interests.

The interviewers can diplomatically keep control through certain methods:

appropriate preparations – key questions

in case that the candidate gives a false, yet plausible answer, an interview can come back to those questions with which he's not satisfied with the answer.

Another aspect of the selection process is giving the candidate routine information about the working conditions, but only near the end.

The allowed time is better spent for evaluating the candidate which, alongside the information contained in the letter of intent, can give a close to reality portrait of the candidate.

Also in evaluating candidates, psychological test can be used. These are standard test for each position, which objectively shows certain human traits by evaluating the candidates' behavior.

There are four categories of tests:

- intelligence tests;
- aptitude test;
- knowledge test;
- personality test.

Intelligence tests – "Intelligence is not, evidently, the single factor that influences professional results, but is frequently more important" (*"The truth about managing people...and nothing but the truth"* – Stephen P. Robbins). This IQ is very important because it will be correlated with results obtained in new professional activities: "*If you want to hire the best possible workers, every other requirement being the same, choose the smartest you can find*" (Stephen P. Robbins).

Aptitude tests – these tests control the innate abilities (mechanical, numerical, manual dexterity).

Knowledge tests – these test the level of obtained knowledge.

Personality tests – the purpose of these tests is to identify character traits and the dimensions of a person (introvert, extrovert, isolated, sociable).

The next step specific to the selection process done at the headquarters of the organization, is applying a predefined grading system following criteria specific to a certain position. Making the decision is the next step and after this, informing the candidates about the result.

In the medical field, in the selection processes are much more important the aptitude tests and knowledge tests, because in the case of nurses they are complied with a practical probation and also they have to fill out a test with medical questions. In the case of medical doctors there is first of all a national tryout called: Rezydentiat. After this period of three years, each medical doctor needs to pass a new exam in order to become a specialist in his domain. Further, medical doctor need some special training and years of practice for the next step in the career: primary medical doctor.

The problems of our days concern medical domain is that there are less potential candidates to obtain jobs in medical field, main causes being:

- less interest from youth to be enrolled in certain forms of medical education;
- many people with experience in medical domain (medical doctors and nurses) are choose to work abroad for better payment;
- the lack of public medical post high-schools;
- the shortages in the medical infrastructure existing in almost of hospitals.

3. Conclusions related to the processes of recruitment and selection.

For these processes (of recruitment and selection) in order to assure a good future performance, these points must be followed:

- identifying the present level of performance of an individual at the workplace;
- the offering of a basis to reward properly employees for their contribution in fulfill the organizations objectives;
- identifying the strong and weak points of an employee;

- to find out each time ways of improving activity;
- create/ design employee motivation;
- identifying the needs for training;

When all these objectives are followed and met, we can safely say we have a professional team in the hospitals or in medical dispensaries.

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