Performance of Public Order and Safety Teams from the Perspective of Mechanisms for Monitoring Corruption Risks

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Abstract

Performance is the power of an organization, the corollary of goals achieved by the team, group, or individual. The more consistent and focused the interest in carrying out the planned activities with seriousness, loyalty and transparency, the more professional and personal satisfactions are in harmony. The problem arises when at the level of medium and high-level organizations it is determined to drown or hinder the results obtained from unpredictable causes that become risks for top management and proper functioning of the organization.

In this respect, the inequality, performance and quality of the results must be preserved and defended through coherent, convergent and realistic mechanisms for identifying the risks, describing them, assessing the generating causes, detecting the sensitive functions according to professional and functional skills, the percentage of impact, the stage of implementation and their monitoring.

Legal regulation of conscience another relevant indicator, which highlights the punctual way of remediation or co-ecision.

The study shows the strategies adopted in the public order and safety system in reference to the mechanisms identified for monitoring corruption risks, existing vulnerabilities and measures to be followed.

1. Introduction

The article is based on the study of specialized literature in the context of the existence and monitoring of corruption risks in the forced structures from Minister of Internal Affairs, contextualized to the professional fields of activity.

Being a high-level institution of strength and capability of human resources, the internal managerial control mechanisms materialized in quantitative/qualitative standards and indicators represent the vectors of supervision for the prevention of identified professional risks, in our case the staff coupling.

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Institutional integrity is maintained precisely through the implementation of these measures. The way of monitoring and monitoring compliance with the measures is transcribed precisely in the interest and skills of the dissemination managers among the staff responsible, but especially in their own perception that the beneficiaries understood their purpose.

The point of interest in performance is the improvement of the quality for the services offered by the leader and it has a purpose to motivate the employees. The process of evaluation for the individual performance ensures the feedback provided by the superiors and has as reference points as series of professional criteria through which the performance standard is reached. Assuming the responsibilities, the managers have an essential role in achieving professional abilities. It is important to avoid under-evaluation or over-evaluation of the abilities of the employees to be able to assume all the demands that are required for the achieving of the performances.

Closely related to monitoring performance in the organization to achieve strategic and operational objectives, it is the professional team, a determining management tool. At the same time, team performance management involves recurring activities to set team goals, monitor progress towards goals, and adjust to achieve those goals effectively and efficiently. From a systems perspective, the overall goal of team performance management is to ensure that the team and all its members work together in an optimal way to achieve the desired results of the team manager, while retaining the main feature, managing corruptible temptations. (Aghel-Vlad S., 2018, p.185).

When the concept of hierarchy of needs is applied to develop the company, the involvement of the manager is obvious. The managers have the responsibility, according to figure 1. to create a proper environment where the employees can develop (Arthur W. Sherman, Jr., George W. Bohlander şi Herbert J. Chruden, 1998, p. 295).

In these considerations, the content of the article deals from a theoretical perspective, with all the tools for identification, analysis, evaluation, monitoring, level of impact and implementation of corruption risks. For practical reasons, it is assessed how to manage the precedents of corruption cases at institutional level and the internal procedures adopted.

2. Literature Review

The internal way of regulating the corruption phenomenon has materialized in Order no. 62 of 13 June 2018 on the organization and development of corruption prevention and education activities to promote integrity within the Ministry of Internal Affairs.

According to Article 2 of the Order, the prevention of corruption is the set of measures taken to reduce the incidence of corruption committed by MAI staff, to adopt integral behavior and to increase the citizens' trust in the institution. In this respect, measurable indicators are needed to keep the phenomenon under control,

the most relevant being anti-corruption information activities following risk identification based on studies and research related to this field.

In accordance with the System Procedure PS-DGA-02, (2016), at the level of each work unit a series of information is predefined: the activities carried out, the tasks related to each of them, the documents drawn up frequently within the analyzed activities, the periodicity of their preparation, the route they go through, the units/compartments (internal or external to the analyzed structure) with which are collaborated to perform the tasks, the nature of the collaboration relations, the the legal framework for cooperation, as well as the materials, tools, technical and automotive means used for the performance of tasks.

All these measures are materialized at the level of structures and compartments in risk inventory registers and corruption. For example, according to the Risk Register of the General Police Department of Bucharest for 2025, 8 (eight) compartments with a number of 29 (twenty-nine) risks in the corruption spectrum were identified.

In Romanian legislation, corruption offences are stipulated in the Criminal Code, in articles 289-294, but also in the Law number 78/20003 for the prevention, discovery and sanctioning acts of corruption with subsequent amendments. In order for an act to constitute a corruption offence and therefore to be subject to criminal sanctions, it must cumulatively meet the following constituent elements: the existence of a public official or of third parties who are directly connected with him; the existence of an act which falls within the duties of the official, whose performance/non-fulfillment/emergency or delay of its performance is interested a person; the purpose of the act is to obtain or to provide an illegal use material or non-material by or to an official or the one who is in relation to him, in exchange for the performance/non-fulfillment/emergency or delay of the performance of the duties of the respective official.

An essential condition for the good and correct activity of the public administration is that regarding the integrity of the staff working in this system. integrity, mainly, implies compliance with the legal provisions of an imperative nature, both against the prohibitive ones (which require abstention from committing an action by civil servants) as well as those of an honest character (which obliges the official to perform an action), according to Transparency International Romania, (2004).

3. Methods of Research

The main research method is content analysis, which involves the convergent and applied use of statistical, evaluation and casuistry documents, using methods that are private and quantitative, but also qualitative. Subsequent methods of the main one result from the combination of the specialized literature with the observation of the author, based on her professional expertise at the level of leader in structures of the Ministry of Internal Affairs more than 15 (fifteen) years.

The main reasons underlying the choice of these research methods are that this type of analysis is less prone to subjectivity, is carried out according to explicit rules, applied consistently, thus there is uniformity in the coding of the material and transposition within the limits of the possibilities provided by law, of certain specific cases.

4. Findings

The above theoretical aspects were outlined in practical tools thus forming the field of corruption risk management with the main integrator. The main task of the field concerned is to prevent corruption for the probability of occurrence to be minimized to a significant percentage. At the same time, the registered impact of the organization level to place the risk at the lowest level, with permanent monitoring.

The next stage at the managerial level, according to the legal framework invoked, is the determination of the objectives that constitute the foundation of the mechanism for monitoring corruption risks.

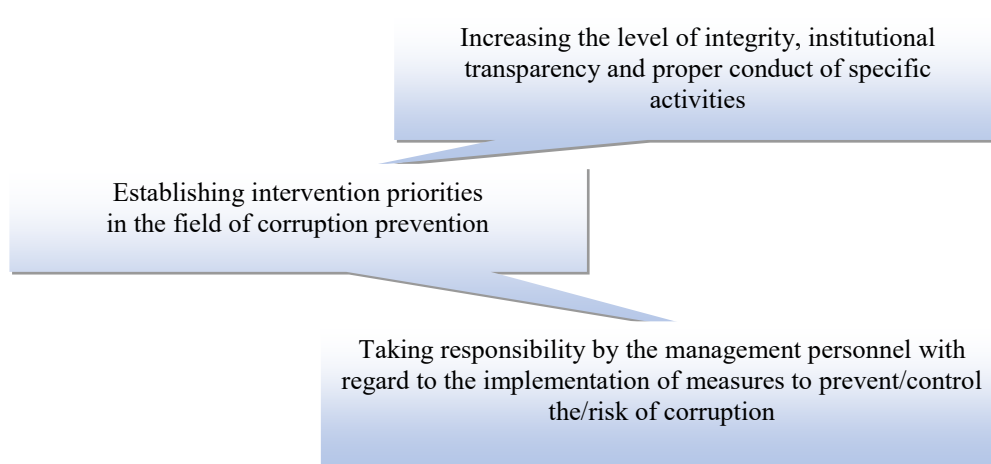The figure below illustrates the three objectives in the order of their application.

Increasing the level of integrity, institutional transparency and proper conduct of specific activities

Establishing intervention priorities in the field of corruption prevention

Taking responsibility by the management personnel with regard to the implementation of measures to prevent/control the/risk of corruption

Figure 1. Objectives of corruption risk management
Source: Article 14 of Order no. 62 (2018)

The illustrated objectives were translated into a conceptual spectrum of the corruption risk management mechanism named by the National Anticorruption Directorate, Assisted corruption risk management (MARC). It is therefore noted that at the level of the Ministry of Internal Affairs, a specific application was implemented for the risk measurement of corruption among the staff responsible, having as main operators the managers themselves, regardless of functional level.

4.1 Description and Facilities of the Informatic Application „Assisted Management of Corruption Risks" (MARC)

Computer application „Assisted management of corruption risks", was developed within the project HOME/ISEC/AG/FINEC/4000002185 – „Improving the ability of M.A.I. to identify and mitigate risks and vulnerabilities to corruption using I.T solutions.

The purpose of developing the MARC application (Assisted Corruption Risk Management) is to ensure the sustainability of the results of the activities carried out at the level of all the institutions/structures of the Ministry of Internal Affairs in the field of corruption risk management, by simplifying, standardizing and improving the quality of the data obtained or managed in this framework.

The application allows the standardization of the ways of preparing and using various types of documents related to the management of corruption risks and provides more efficient ways of analyzing but also monitoring the implementation of the measures established in the corruption risk registers of the Ministry of Internal Affairs structures.

The main functionalities and potential benefits of using the MARC application (Assisted Corruption Risk Management) are the easy communication between those involved in the management of corruption risks, providing functionalities that allow users to carry out the identification, description, evaluation, ranking, reporting and effective management of risks and vulnerabilities to corruption specific areas of their activity, raising awareness on corruption risks through horizontal and vertical communication all information on corruption risks, proposed measures to prevent/control them, or corruption cases at the institution level. Thus, the system automatically sends a set of notifications, through which the users of the application are informed, according to pre-established rules, about all events in the field of corruption risk management.

Examples of notifications: integrity incidents: all categories of users of the application are informed about the integrity incidents produced in their field of activity, regardless of the central or territorial level in which they operate; vulnerable activities or risks of corruption: central administrators, territorial administrators and members of working groups that have the field of activity under responsibility are informed about newly added activities and/or risks; responsibilities: users are informed of the allocation of new responsibilities for the conduct of corruption risk management activities or the implementation of preventive measures, deadlines for the implementation of measures: informing users about the expiration or exceeding of time limits.

Improving the capacity to analyze corruption risks By standardizing the information included in the database (for example, definitions of corruption threats, names of vulnerable activities, etc.) the application allows to obtain comprehensive reports on work units or categories of activities most exposed to corruption risks, the most common modes of operation, the categories of vulnerabilities that

determine exposure to corruption (for example vulnerable regulations, vulnerable regulations, etc.) sources of threat, organizational culture, etc.).

Another important benefit is the possibility to make a more refined analysis of the corruption phenomenon, bringing together the information resulting from the casuistry instrumented at the level of the National Anticorruption Directorate (indicators obtained from the combat activities carried out) and those from corruption risk assessments carried out at the level of the working groups for the prevention of corruption.

Combining a set of predefined criteria, the application allows the generation of detailed reports on corruption risks, intended either for all users or only for certain established subcategories, representing the evolution over time of the level of exposure to each of the database stored, the incidence of corruption facts related to each risk.

The integrity incident is the event produced at the level of a structure of the Ministry of Internal Affairs followed by the submission to court, the adoption of a final conviction decision for corruption deeds of an employee of the institution, or the application of a disciplinary sanction following the performance of an integrity test, or the preparation of an evaluation report that remains final by the National Integrity Agency.

The integrity incidents are the result of both the case-law dealt with at the level of the General Anticorruption Directorate, as well as of any other cases reported by the Internal Affairs Ministerial structures, which were not handled by the General Anticorruption Directorate.

This information facilitates the prioritization and adaptation of the intervention in the field of corruption risk management, providing a much more objective picture of the areas of activity where the establishment of measures to prevent corruption risks, respectively the type of intervention requested.

From the casuistry, the Prosecutor's Office attached to the High Court of Cassation and Justice General Directorate of Anticorruption, the actions of corruption offenses committed by the Romanian Police employees convicted in the period 2014-2018 were: abuse of service with the obtaining of undue benefits, traffic of influence, use, in any way, directly or indirectly, of information that is not intended for advertising or to allow access to such information by unauthorized persons for the purpose of obtaining for themselves or for another money, goods or other improper benefits and carrying out financial operations, as acts of commerce, incompatible with the public activity.

Keeping the same source, the Prosecutor's Office attached to the High Court of Cassation and Justice General Directorate for Anticorruption, (2020), during the reference period of the study were analyzed 83 criminal cases that were handled on the Romanian Police gun, where 104 people were convicted (103 police agents and 1 police officer), of which 86 (about 83%) have received the penalty of imprisonment, with the conditional suspension of the execution of the sentence, in an amount ranging from 3 months to 4 years and 10 months, and 18 (about 17%) persons have received the prison sentence, with execution, in an amount ranging

from 2 years to 7 years and 1 month. The statistical data obtained from the analysis reveal the following as ways of referral in the criminal corruption cases handled at the level of the Romanian police: denunciation (40, representing about 48%), ex officio referral (42, representing about 51%) and complaint (1, representing about 1%). It also showed that 59 out of 104 people were convicted for corruption offenses alone, representing 57% of the total number of convicted persons, and 45 people were convicted for acts of corruption committed in competition with other categories of crimes, representing the difference of 43% of the total number of convicted persons.

4.2 Alerts to Corruption Risks and Recommendations

The opinion of the author based on the professional experience from management positions, in order to structure the activity of describing the causes/ vulnerabilities, the managers should consider the following:

- **causes in the field of regulations (including procedures) applicable to the activity:** many of the risks are due in the absence of procedures, often being invoked as an explanation for the materialization of corruption risks ignorance or ambiguity of some rules. In this context, all the rules and procedures applicable to the field that have elements of vulnerability and that can be exploited or interpreted subjectively, so that the risks described occur.

- **weaknesses in the capacity to prevent /risk control:** there are frequent cases where circumstances that favor the occurrence of risks are related to a poor control of the activity. Any head of a structure within the Ministry of Internal Affairs must ensure that the area in which he is responsible functions, and the staff must be convinced that his work is supervised. In the process of analysing corruption risks, it is essential to identify the particularities that determine the vulnerability of the internal /managerial control system, either because the measures are not well known by those who should apply them, or because they are not applied consistently, or they cannot fully respond to risk situations (reduced capacity to apply preventive measures / control).

- **sources of threat** – persons, as a rule, from outside the institution that are of high interest to obtain advantages through pressure at the level of employees: political pressures, hierarchical pressures, high interest from criminal groups, contact with the public interested in a service or escape from the application of a sanction, high commercial interest of a public service (for example, a contract of purchase, an authorization, a permit), etc permanent presence of intermediaries or representatives of companies in interaction with employees, etc.

- **particularities regarding organizational culture and human resources characteristics**: educational or awareness gaps (lack of knowledge about corruption facts, tolerance of non-ethical behaviors that are not perceived to represent a problem), social causes (lack of housing, low level of pay), insufficient knowledge of regulations, procedures or applicable rules, etc., insufficient awareness of control measures that are applied, etc.

Identification, description and assessment of corruption risks

<div align="right">**Tabel 1**</div>

Name of the MAI structure:				
Vulnerable activity:				
Date of preparation:	Group member		Review date:	

Risk description (threat): …
Personnel at risk:....

Risk level	Probabillity (P)	Global Impact (IG)	Exposure (P x IG)	Priority (1, 2 sau 3)
Components /impact dimensions	Relative importance of components (%)	IMPACT (from 1 to 5)	RELATIVE IMPORTANCE X IMPACT	
TOTAL	$\Sigma_{[1,n]}$ 100%		$\Sigma_{[1,n]}$ = Global Impact (IG)	

Existing prevention/control measures	Efficiency of the measures
Measures of prevention / control	Responsible for risk

Source: Annex no.4 System Procedure PS-DGA-01 (2018).

In the light of the above, the need to design adaptable, applicable, efficient, transparent and realistic tools and measures for the whole set of risk management is outlined.

Accordingly, at the level of the Ministry of Internal Affairs, these vulnerabilities were analyzed and regulated in system or operational procedures, as the case may be, being transposed into documents disseminated across the entire spectrum of professional competences.

The documents are called Identification sheets, description and assessment of corruption risks, as can be seen in table no.1.

Based on the above-mentioned File, the Corruption Risk Register is drawn up, according to Annex no.10 to PS-DGA-01, (2018). In the Register, which is drawn up annually, two levels of analysis are mentioned, namely Identification, description and assessment of corruption risks and in the second category, Determination and application of prevention and control measures.

In both cases, the risks are assessed, the probability percentages of their appearance are indicated, but also the materialized risks and the measures applied from a disciplinary, administrative, criminal or any other measures appreciated by

the manager according to the particularities of the fact found, gravity, consequences in the organization, society.

As the authors relates, the performance monitoring system is influenced by the size and nature of the public entity, by the change of targets, it was demonstrated that the employees access information was deep inside. For efficiency, at the level of the public entity and private one, the means available to achieve specific objectives will be exploited, aiming at identifying risks and early warning of management factors. (Ceaușescu C., Cazoni C., Petre M., Pîrcălăboiu A., Năstase M., (2024).

5 Conclusions

The management of corruption risk management is a constant priority for the forced structures, as Ministry of Internal Affairs, Depending on the precedents, measures were implemented for the entire structural palette of the ministry, through speialized compartments, namely the General Directorate of Anicorruption, but also through integrity advisers at the level of each structure.

The monitoring of corruption risks is rallied through the computer application „Assisted management of corruption risks", MARC, a tool that has proven useful, operative, modern and efficient in the decision-making and strategic process. Surveillance and evaluation mechanisms are based on Risk alert cards, impact level, probability, results materialized in the Register of risks of corruption.

The phenomenon of corruption has a proactive interest also from the perspective of combating, when the facts materialize and produce serious consequences both from the institutional and personal point of view.

The limitations found were transposed in the recommendations, being pursued by the interested persons, so that the phenomenon of corruption in the Ministry of Internal Affairs can be prevented, not fought, as important percentages.

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