

The man in the business of nuclear security. Most important link- Yes or no?

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Abstract. How to attract and prepare a man to be a strong link in the system of nuclear safety and security and contribute to their development and social awareness? Why is this difficult task related to securing the funds from which the harmonization of regulations, technical equipment, equipment maintenance and systems will be financed? Do you sometimes make a mistake by dealing with individual partner organizations in attempts to establish an effective system of nuclear safety and security?

The user has to be addressed in direct communication in to help him be faster, more efficient and to have the overall process less costly. This is fine when the inefficiency of some partner organizations only results of its internal organizational factors (management, size, strategy development, equipment, organizational culture). But what if this is not the case and if you neglect external factors (economic system in the country, institutional conditions, level of technology) and, finally, the culture of society as a critical factor? What are the problems then that arise in the system of nuclear safety and security in the country? Is a man again in the center of those problems and how can he deal with them?

1. Introduction

I will start by looking back at the past fifty years. What have we been doing all this time? We have been making a chain, made of many links. The chain should be a symbol of our strength and our unity, our intrinsic dedication () to respecting the principles and procedures, a sign that we all depend on one another and that each link in this chain is equally valid. While each link is individually strong enough, so is the system that we are building. The weakness of any of them individually means a crisis, a problem, and if any of them fails, it means a catastrophe, the collapse of the entire system, no matter where in the chain the link was. Perhaps the time is right, now that we have before of us the following fifty years in the development of nuclear safety and security, to remember only one link in the chain that is easiest to break- a man.

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2. How to attract and prepare a man to be a strong link in the system of nuclear safety and security and contribute to their development and social awareness?

A huge potential is sublimed in knowledge, abilities, skills and experience of men. It may be scientific-creative, constructive, but also destructive. A man is both the creator and winner of a better and safer life, but also a potential victim of adverse events, the prevention of which is the reason we have gathered here in the first place. We can conclude, based on our individual and collective experience, that there is no clear reciprocity between the achieved level of development, formal education or the lack of education on one hand and constructive or destructive human behaviour on the other.

Contemporary world () requires a higher degree of social responsibility to society's problems by the individual and the organization- the system in which that individual operates. For all the processes taking place in the organization, there has to be determination and commitment of the top management. It is said that employees can process information divided into smaller parts only when they take a look at the information as a whole. In addition, in order to comprehend it as a whole, they must understand its component parts. Vision, mission and values of the organization, as an essential commitment of the organization, should be known and always available to everyone, in order not to have them forgotten by the elder employees or ignored by the new ones, who do not understand them. Therefore, the key principles and values of the organization should be included in the training programs, internal communication tools, as well as used when evaluating and rewarding employees, in short, to be repeated at every opportunity available.

3. Why is preparing and getting a man to do something more difficult task than securing funds from which the harmonization of regulations, technical equipment, equipment maintenance and systems will be financed?

It's easy to agree with the statement that the intense changes that are now occurring in human activities make formal education inadequate in order for people to be able to effectively carry out any kind of work. This means that organizations need to invest more time and money in education and staff training to make them more efficient and to enable the development of their abilities and skills necessary to achieve the goals of the organization. There is also awareness that only motivated and conscientious employees, aware that they themselves are creators of their own fate and their role in the concept of a modern organization, can meet all demands that are placed before them. They hold their career development and their own safety and security in their own hands, and, therefore, the possibility to support their own families. It is not enough to find such an employee, which itself is a very difficult and uncertain task, but it is needed to incorporate such employees into the organization in which they work, to have them adapted to new relations in their environment, its culture, immediate environment and to accept its vision and mission as their own. Achieving organizational goals is a bridge to meeting their own needs.

Working environment does not usually deal with new employers, except in situations when it comes to the jobs related to a high risk to the health and safety and security of all participants, whereby there is need to understand and accept the fact that they are a part of the same team and to work in a standardized manner. Therefore, organizations have to aim at creating a learning culture and developing the concept of organizational learning, which means overcoming outdated systems and training concepts. Knowledge and skills are the engine of progress and their development is a secure route to success. Thus, learning should be an integral part of organizational culture, being a process in which all people are interested and motivated as it develops their ability to take care of their own needs, safety and security and to become personally responsible for success.

For example, a generally accepted fact is that a person acquires knowledge during education, which is usable for a limited period of time only. The best way to overcome this problem is to have the school system which provides good preparation for lifelong learning. The following prerequisite is that such learning always has to be balanced between the needs of the organization and level of motivation among staff. It is better to spend more time before training starts on raising the awareness about it, than to hurry up with the training and therefore waste precious time and resources. Training is the

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most important tool of the organization that is relatively expensive, but it brings a lot. The most expensive training is definitely the one which does not bring results. It's not a problem in the training itself, but in its poor planning and implementation.

4. Do you sometimes make mistake by dealing with individual partner organizations in attempts to establish an effective system of nuclear safety and security?

The question is whether or not to communicate with an individual organization in a country, dealing with issues and matters of safety and security, if we wish to become a state which has an effective security system developed for regional and global connectivity.

The truth is that we should approach the user in direct communication in order to help him, as it is faster, more efficient, and less costly. In most organizations, there is a person or many of them, who are truly dedicated to the progress and development. Taking then as an example, we believe that if we strengthen the organization or support several of those individuals, we can expect that their simple connection will help establish an appropriate system and that they will bear all the burden. But unfortunately, all of them do not have the same capability to overcome bureaucratic barriers in order to show their knowledge and skills. No individual can influence the creation of an environment in which he or she can make the best of it. Therefore, we should not deal with removing the barriers in front of these people, they will always be there, to a greater or lesser degree, but we should influence the creation of institutional conditions in which these people can overcome those barriers on their own.

5. Internal organizational factors vs. external factors

Help in removing bureaucratic barriers is desirable when the inefficiency of some partner organizations is solely a consequence of their internal organizational factors (management, size, strategy development, equipment, organizational culture). But what if this is not the case and if we neglect external factors (economic system in the country, institutional conditions, laws, level of technology development) and finally the social culture (cultural diversity and its management) as a critical factor?

Social norms are integrated into the legal ones. The legal norms are integrated in the society's culture. Culture of any society has a crucial influence on its educational system, in the form of organization, management and communication. These factors precisely are fundamental determinants of the efficiency of each system, as well as an existing or potential system safety and security.

The manner of performing the tasks is most influenced by the factors arising from the organization itself. They are a generator of changes that occur within the organization and then, in turn, they influence the developments in the organization. Each organization always realizes its activities in a specific community, state, region, and its influence is directed towards the environment, either indirectly or directly.

Factors contributing to social development changes are the socio-political, economic, scientific-technological, cultural, demographic, and they are all mutually interdependent and interrelated. The higher level of one country's scientific, technological, economic and cultural development is, the greater importance is given to people as creators and holders of material and spiritual prosperity. Education in any social system has its specific objectives, structure, processes, content - that are influenced by external and internal factors. The interaction between these factors is constant so that external factors are becoming incorporated into the internal dynamics of the system and are responsive to external influences.

This means that the environment changes, organizations and competitiveness are a vicious circle, with a man in is center.

6. What are then the problems that arise in the system of nuclear safety and security in a country? , Is man again in the centre of these problems and how can he deal with them?

The problems that then arise in practice range from the actual lack of safety and security systems to those which exist on paper but do not work in practice.

We are familiar with the following statements:

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- We have trained people in some country, but they have changed their positions and interests, which means that the implementation of projects in the country always involved different people, there is no continuity in the work and monitoring of projects (we have invested time, energy and money in this training);

- We equipped staff in the some country, but the equipment is not in places where it should be, it is not used, not maintained, and similar. (We invested time, energy and money in the process of equipping);

- In some country there is a number of different agencies which have each interpreted the needs in order to adopt the strategy, adopted plans and programs, while neglecting the inter-agency cooperation and, thus, creating a disfunctional system of safety and security

These issues are, at first glance, the result of the internal factors in some of the organizational units in the country (management, size, strategy development, equipment, organizational culture). The most important thing is to determine whether the negative impact is only the result of internal weaknesses of the organization or whether it was made under the influence of external factors. This is an important thing to do in order to determine and direct our future activities.

Then it all starts with the firm commitment to the decisions taken by top management of the organization, however not in order to fulfill its one-time formal obligation, but to mark the beginning of a process that is the obligation of all levels of management and will be carefully managed and monitored until they reach the planned goals of the organization.

Organization's business success is directly dependant on the manner in which employees perform their tasks. If the organization fails to appoint the right people to the right office and if these people do not consider the goals of the organization as their own, the development of the organization will be endangered and it will fall behind in the competition as fast as the technology develops. Therefore, it is said that when choosing new employees and during their introduction into the organization, scientifically based methods have to be used. Organizations need professionals who are flexible enough to adapt to new technologies and who are simultaneously prepared for lifelong learning.

There is another aspect to be emphasized and that is that the highest degree of tolerance must be achieved in the working environment, whereby respect for all kinds of differences among people has to exist. The way the world has progressed in terms of technology, enabled people to move or change place of residence.

Not all theories of human resource management apply throughout the world. But managers have to be prepared to manage and understand the behavior of employed people from different countries just as it they where in their own country, and they knew all about them.

Without discussing the reasons for the formation of migration patterns, the fact is that today people of different cultural backgrounds meet on daily basis. One of the important tasks of adaptation process is that those who were not tolerant before joining the organization, have to become tolerant. By joining the organization, they will meet people of different racial, national, cultural background, beliefs, choices, preferences, physical characteristics and needs, and they need to learn to work near them or with them, in the same team, if they want to survive. Human resources are the basis of any organization and they are its largest and most important capital in the contemporary society.

The organization does not exist without people of different religious, national, cultural backgrounds different perceptions, preferences, gender, financial status. These differences make the wealth of an organization, but create an obligation to have those very differences managed. One question for managers is "How to make working environment comfortable and motivating for those diverse people in order for them to achieve the intended results?" Here the role of the education and working - and social adaptation is irreplaceable.

It should be emphasized that this area is a labyrinth with many ways leading in, but only one leading out, i.e. many inputs but only one real output. The organization which finds that way out or output has an open way to success. Others are doomed with eternal wandering and ultimate failure.

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