



Personnel Budget of the Center for Childhood, Old Age and Social Action of Senhora da Hora

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Abstract

It is important to take into account for the development of this work that financial management reflects the set of actions that aim to enhance the financial result of a business. In other words, it focuses on increasing profitability from the management of the company's financial resources. As responsible for resources, financial management also influences the functioning of all processes within it, including Human Resources. Joining Human Resources to Financial Management is a trend that can help companies achieve the goals they aspire to, including when it comes to an IPSS, as is the case studied here.

Keywords: Human Resources; Budgeting; Management; Productivity

I. Introduction

To carry out this work, the organizational context of an IPSS, the Centro de Infância, Velha e Ação Social da Senhora da Hora (CIVAS) was used.

This work is divided into two concrete parts, one of which is included in this same document, which includes the identification and characterization of the organization, the identification of assumptions and expenses with personnel, as well as the profile of the Human Resources Manager of the organization in question. The other part reflects the true budget through a tool that allows companies to evaluate and test the profitability of new investments, in this case, within 6 years.

II. Characterization of the Company

The Senhora da Hora Childhood, Old Age and Social Action Center (CIVAS) is a non-profit Private Institution of Social Solidarity, registered in the book of Social Solidarity Associations, based in

Matosinhos.

As mentioned in the Statutes, the CIVAS Association's main objectives are: "The promotion and dissemination of activities within the scope of Social Security, namely all types of support services for children and the elderly (...)", adding, therefore, services in terms of Family Day Care, Pre-School, Community Center, Day Center and Home Support. With regard specifically to this work, only the valence corresponding to the Nursery and Kindergarten as specific social responses will be addressed.

The Nursery and Kindergarten are particularly concerned with guaranteeing and safeguarding the well-being of the child and fostering closeness and concern for parents in the daily education of their children. It is a social response, developed in equipment, aimed at the development of children aged between 4 months and the age of entry into basic education, providing them with educational activities and family support activities.

The CIVAS Nursery is intended for the reception and education of 42 children from 4 months to 3 years of age, during the daily period corresponding to the parents' work.

The Kindergarten is intended for children from 3 to 5 years of age, with 79 children.

2.1 - Identification of Assumptions

The budget made under the IPSS CIVAS is called a zero budget, that is, it was prepared from scratch, and previous periods were not taken into account.

The preparation of a zero-based budget was carried out taking into account that it is an IPSS and financial resources are limited. Only in this way could it be guaranteed that the objectives set by the organization would be achieved. As a rule, this type of budgeting takes longer, since each of the items



that make up the budget must be justified, forcing its preparation to require a set of specific skills on the part of managers.

This table identifies the general assumptions of the budget made. Regarding the year, it was decided to make a budget that is expected to start in January 2023.

2.1.1 - General Assumptions

Table 1 - Project Data

Main CAE	8510
Type of Activity	services
Currency Unit	EUR
Investment start year	2023
cruise year	2028
Number of months of operation	12
number of days of operation year	365

Source: Own Elaboration

Personnel expenses

- **No. of Workers**

Civas has five different functions, at least internally, with the exception that there are other services that may be subcontracted. In this sense, Personnel Expenses include Administration/Management, which in 2023 will have 5 professionals, General Services, made up of 10 elements, Childhood Educators, which has 7 individuals, Educational Action Assistants, which ends up having the largest number of members, corresponding to 17 and, finally, Sociocultural Animators, with only 2 elements.

The number of employees is based on the functional needs of Civas and, over time, there are fluctuations in the number of staff working.

- **Total Base Remuneration**

The exercise of the governing bodies, as a rule, is not remunerated, however, in case of complexity of the administration that requires the prolonged presence of the bodies, they can be remunerated as long as this possibility is provided for in the statutes and the amount payable does not exceed 1,676.88 euros and this happens at Civas.

To the remaining employees, the remuneration attributed according to their function and the collective agreement between the National Confederation of Solidarity Institutions - CNIS and the National Federation of Workers' Unions in Public and Social Functions - FNSTFPS.

With regard to general services, an average of different values was calculated referring to the

functions that are included in these services so that, in this way, it was possible to carry out the budget in a more practical and efficient way. Therefore, this section has 2 cooks, who receive as remuneration the amount of €756, 5 cleaning operators and 2 kitchen helpers, who are assigned the value of €705 and, finally, 1 administrative assistant, who receives the amount of €875 monthly.

The values shown are fixed.

- **Food allowance**

All employees have access to the canteen and, therefore, receive a food allowance in kind. Even so, knowing that this is still an expense for the company, a fixed amount of 4.77 is calculated for each effective working day per Civas employee.

- **Other Remunerations**

In order to motivate Civas employees and promote the arrival of new children to the space, a prize was created with the objective of valuing employees who bring new children. This award is variable, that is, there may be months in which the award is not awarded to employees if none of them refer new children to the space.

The value of this prize is equivalent to 25 euros.

- **Social Security**

Once the employer in question is a non-profit entity, that is, an IPSS, its contribution is only 22.3% of the worker's salary, differing from other organizations where, as a rule, the value is 23.75%.



- **Other Personnel Expenses**

Training -As training is mandatory, Civas provides training to employees in addition to the 40 hours provided. All these trainings are facilitated by the IEFPP, with whom the organization has a protocol definition. In this sense, the value of the training is equivalent to €200 per employee of the organization per month.

Hygiene and Safety at Work (HST) –IPSS workers have to face a series of activities and environments that pose a threat to their health and put them at risk of occupational diseases or accidents at work. The nature of their work, whether they care for people with physical or mental problems, makes it imperative that Safety and Health be a priority. The value presented by a company was taken as a reference value, considering the base value of €33 per employee per year, which is equivalent to €2.75 per month.

Personal protective equipment -Given the current needs of Covid-19, the organization provides all its employees with Individual Protection Equipment, in this case, masks to avoid possible contagions. Each employee is entitled to one box per month, which contains 50 masks. Each box costs €2.15 for Civas.

III. Profile of the Human Resources Manager

For a long time, professionals in the area of human management played a purely administrative role within organizations and were essentially in charge of hiring personnel and making timely salary payments. Nowadays, there is a growing awareness that the role of Human Resources must be much more strategic, being, in this way, an indispensable ally for the company to succeed in an increasingly unstable and volatile job market.

Of course, depending on the size of the organization and its resources, human resources managers will have different tasks and responsibilities, but in general they are responsible for carrying out the processes of recruitment, training, performance management, communication, coaching, definition of benefits, assessment of the work climate, among others.

Some of the characteristics easily associated with the management of human resources differ from what happens in most IPSS.

Workers in Non-Profit Organizations, when compared to workers in For-Profit Organizations, demonstrate different needs and motivations. Third Sector workers are particularly satisfied with the

intrinsic dimension of work. Therefore, in this situation, workers usually identify with the mission of the organizations and are satisfied with the performance of their function, which is of social value. This involvement does not, however, hide the dissatisfaction registered in the extrinsic dimension of work, particularly in the field of career progression, the possibility of attending training and remuneration.

In this sense, it is clear that the CIVAS human resources manager has a crucial role in attracting and retaining workers. Contrary to what happens in most IPSS, in which human resources managers do not have any prominent place in the organization and have little autonomy, in CIVAS, despite the scarce financial resources, the human resources manager takes advantage of the fact of being detail-oriented, meticulous and analytical and manages its financial resources in the best way, to act as if it were the “owner” of its people to motivate them and expand what they have best.

As mentioned above, financial resources are scarce and, therefore, in addition to what are the legal obligations of payment, which is done fairly and, taking into account the functions of each employee and the Collective Agreement between the National Confederation of Solidarity Institutions - CNIS and the National Federation of Workers' Unions in Public and Social Functions - FNSTFPPS, the CIVAS human resources manager will never be able to play with high economic benefits to motivate his employees.

In addition to the characteristics already mentioned, the CIVAS human resources manager is distinguished by his high level of emotional intelligence, being responsible for promoting humanity, sensitivity in the organization and the physical and psychological well-being of all employees, taking into account, often, the sensitive issues that arise within the users.

IV. Conclusions

Increasingly, the financial sector presents itself as the one that manages the company's resources so that it is able to fulfill its objectives. Among the functions are treasury, control of accounts payable and receivable, accounting, tax management, risk control and disclosure of information to interested parties.

The Human Resources department, in turn, is responsible for managing the organization's human capital, that is, people. Among the functions are the creation of policies for retaining and recruiting suitable people to perform the tasks, as



well as evaluating performance, drawing up the code of conduct and motivating employees towards a common goal.

Since both departments present themselves as different from each other, this does not rule out the need to integrate and interconnect. This is because, from there, it is possible to visualize the expenses related to employees. Through the interconnection of both areas, it is also possible to reduce costs, guaranteeing profit for organizations. In addition, for example, good management of human resources and assertiveness in the recruitment, selection and training process allow for cost reductions in terms of dismissal and employee turnover.

Human Resources must understand the organization's core business and participate in decisions. So that, aligned with the strategic objectives, you can set goals and benefits, so that employees promote exponential financial growth in the organization, focused on achieving them.

Thus, in relation to the financial sector, it is necessary that its objectives are aimed at ensuring the best use of resources and the maximization of results.

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