

**AMBIENT WALLS AND BUREAUCRATIC FAULTS:
A MIXED DIAGNOSIS OF MICRO AND MESO-SOCIAL
COMMUNICATION WITHIN THE CUGIR SOCIAL
ASSISTANCE DIRECTORATE**

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Abstract: *This article analyses the dynamics of the information circuits within the Social Assistance Directorate (DAS) Cugir, investigating the impact of communication barriers on the efficiency of case management. Adopting a mixed convergent design (triangulation), the research corroborates quantitative data obtained from specialists (N = 20) and beneficiaries (N = 50) with the hermeneutical audit of three complex social files in the field of domestic violence, child protection and severe marginalization. The results reveal a deep asymmetry between the high empathic capital of the staff (overall satisfaction score of 84%) and the logistical-environmental constraints of the local public system. On the micro-interpersonal dimension, the lack of physical privacy in the common administrative offices generates serious risks of violation of professional secrecy (75% of specialists) and discomfort for 40% of beneficiaries, vitiating the accuracy of the initial assessment. At the meso-institutional level, the external collaborative network is affected by asynchronous scriptural circuits and database isolation, generating a chronic administrative latency of 10-14 calendar days and turning 58% of the beneficiaries into bureaucratic couriers. To manage vital emergencies, 70% of specialists are forced to circumvent formal channels in favor of informal telephone bypasses. The diagnosis shows that superficial digitization has multiplied the scriptural effort*

through the phenomenon of double storage (85%). In conclusion, the sustainability of social assistance requires the urgent restructuring of communication flows through the modular reconfiguration of workspaces, the implementation of synchronized collaborative governance (within a maximum of 48 hours) and ensuring the automatic interoperability of local information systems.

Keywords: *interpersonal communication; inter-institutional communication; impediments in communication; environmental barriers; empathy in communication;; environmental privacy; digital interoperability.*

Introduction and conceptual context

In the contemporary paradigm of case management, social work has definitively moved away from the mechanistic model of the passive distribution of monetary benefits, becoming a profession centred on interaction, autonomy and the activation of beneficiaries' latent resources. Communication is not a simple administrative epiphenomenon but the ontological substance of the professional act. At the micro-social level, the interpersonal interaction between the social worker and the person receiving support forms the foundation of the support alliance. Without an empathetic, non-directive decoding of subtle needs, the risk of social misdiagnosis increases exponentially. On the other hand, the complexity of current casuistry (domestic violence, severe neglect, structural marginalization) goes beyond the sphere of competence of a single isolated entity. In this context, inter-institutional communication at the meso-social and macro-social levels becomes an essential condition for the survival of the local protection system. The fluency, synchronicity and digitization of the links between the Social Assistance Directorate (DAS) Cugir and the key external partners (DGASPC Alba, Alba Court, Cugir City Police, schools and medical structures) directly determine the response time in acute crisis situations.

Theoretical foundations and literature review

Interpersonal communication in social work: micro-social dynamics and clinical approaches

International perspectives

In the international academic context, interpersonal communication in social work is conceptualised through a complex transactional and psychosocial lens. Moving beyond the limits of the linear mathematical model proposed by Shannon and Weaver (1949), the universal

literature places clinical interaction within the construction of meaning. A fundamental theoretical pillar remains the person-centred approach, developed by Carl Rogers (1957), which holds that behavioural restructuring and the overcoming of the assisted person's defence mechanisms can occur only if the professional meets three essential conditions: congruence (authenticity), unconditional acceptance, and deep empathy.

The contributions of the Palo Alto School, through the axioms formulated by Watzlawick, Beavin and Jackson (1967), demonstrated, from a systemic perspective, that "it is impossible not to communicate". In clinical social work practice, this axiom demands rigorous attention to paraverbal and non-verbal channels. Body posture, administrative silences, or proxemic hesitations exhibited by a beneficiary exposed to trauma (such as abuse or domestic violence) are interpreted as messages of resistance or latent cries for help.

In the past decade, international literature (Lishman, 2015; Thompson, 2021) has focused extensively on the intersection between communication theories and trauma-informed communication approaches. Contemporary authors emphasise that the social worker's interviewing style must avoid directive interrogation, which can reactivate defensive anxiety or shame in vulnerable clients. The reflexive use of open-ended questions, rephrasing techniques, and periodic summarisation is promoted, transforming the interview from a bureaucratic control tool into a secure space for empowerment (Koprowska, 2020).

National perspectives

In the Romanian epistemological space, the theoretical foundation of communication in social services was shaped by efforts to professionalise the post-communist field. Vasile Miftode (2003) defines interpersonal communication as the ontological substance of the supporting act, highlighting that the social worker acts as a "cultural translator" between the rigid normative system of the state and the subjective, often deconstructed, universe of the person in difficulty. He emphasises the importance of benevolent neutrality to avoid affective countertransference.

In the Treatise on Social Work, coordinated by George Neamțu (2011), interpersonal communication is analysed through the prism of its clinical and instrumental functions: the diagnostic (evaluation) function, the emotional support function and the decision-making assistance function. The professional-client relationship is recognised as structurally asymmetrical from the point of view of institutional

power, which is why the management of the communication flow is the specialist's exclusive responsibility.

Dumitru Buzducea (2010), focusing on social assistance for vulnerable groups, shows that marginalised people often develop specific communication codes, characterised by chronic distrust of authorities and a restricted vocabulary. Because of this, the social assistant must possess high discursive flexibility, capable of combating stereotyping and labelling. Also, Zamfir and Vlăsceanu (2007) classify the communication barriers in the Romanian administrative environment into three major categories (psychosocial, socio-cultural and environmental), offering mitigation strategies based on professional supervision and logistical reconfiguration.

Interinstitutional communication: Network governance and integration of services

International models and trends

At the meso- and macro-social levels, theoretical analysis shifts from individual clinical interactions to the architecture of organisational networks. Internationally, the literature over the past decade has been dominated by the concepts of "network governance" and "collaborative public management" (Provan & Kenis, 2008; Emerson & Nabatchi, 2015). In modern social services, no institution can function as an autarkic island. The integrated approach to multi-problematic cases requires a functional ecosystem that ensures service continuity through synchronised communication channels and tightly regulated protocols.

The theory of "structural holes", adapted to the management of public services by O'Leary (2019), shows that major dysfunctions occur in the border spaces between institutions, where information is subject to jamming, alteration, or asynchrony. When data flows are exclusively formal and based on physical (analogue) media, severe administrative latency occurs, jeopardising the safety of the beneficiary in emergency situations (e.g. emergency placement of a minor or enforcement of a protection order). Modern Western authors (e.g., Hood, 2014) support the imperative of moving to unified, secure government platforms based on automated, real-time digital interoperability.

Realities and constraints in the Romanian space

In Romania, inter-institutional communication within the social protection system is partially regulated by the Social Assistance Law no. 292/2011, with subsequent amendments, which stipulates the obligation to adopt a multidisciplinary and intersectoral approach. However, the practical implementation of this legislative text across the territory is beset by chronic structural defects. Marian Preda (2019)

analyses social policies and community services and highlights that the Romanian public administration remains deeply marked by a defensive and fragmented organisational culture. The lack of clear operational procedures frequently generates situations of overlapping competences or "passing responsibility" between actors, with officials guided by the "fear of assuming responsibility" legally.

Another major structural problem is documented by Ioan Mărginean (2014), who criticises the isolation of administrative databases (DAS, ANAF, Persons Records, school inspectorates, medical units). Due to the absence of software interconnection, formal communication is carried out through successive written addresses transmitted via inert postal circuits. This technological deficit generates a phenomenon of secondary victimisation: the vulnerable beneficiary is transformed by the system into a "bureaucratic courier", physically sent between counters to collect dozens of paper certificates, suspending the speed of emergency intervention.

Methodological design of the research

To capture the complexity of network bottlenecks and clinical barriers, the academic approach was part of the mixed-methods paradigm, using the convergent triangulation strategy. This approach allows the correlation of rigorous statistical indicators with the deep phenomenological meanings expressed by the actors.

The specific objectives of the research were:

- **O1:** Mapping and taxonomic analysis of barriers (psychosocial, linguistic, environmental) in the direct specialist-beneficiary relationship.
- **O2:** Evaluation of the functionality of formal protocols and identification of blocking nodes in the relationship with external actors.
- **O3:** Quantifying staff perceptions of the impact of fragmented digitalization on bureaucratic workload.
- **O4:** Setting up a managerial optimization model adapted to the local community.

The working hypotheses tested:

1. **I1:** The circular correlation between the beneficiary's low level of literacy, the use of bureaucratic-directive language and the subsequent distortion of the social diagnosis.
2. **I2:** The direct relationship between the lack of automation of inter-institutional channels and the occurrence of severe operational latencies in cases of emergency.
3. **I3:** Positive correlation between physical infrastructure deficiencies (shared offices) and the perceived risk of breach of

confidentiality, with a direct effect on the beneficiary's communication retention.

The quantitative research used a convenience sample of $N = 20$ specialists from DAS Cugir (representing a critical mass of the total positions occupied) and $N = 50$ beneficiaries selected non-probabilistically using quotas. The qualitative dimension consisted of a documentary audit of three complex social files: a case of domestic violence with a protection order, a case of emergency placement of a minor, and a case of severe marginalization of a single-parent family.

Empirical results and discussions

Socio-demographic profile of the samples

The analysis of the professional body of DAS Cugir revealed a highly stable and mature structure: 70% of the specialists are female, 55% fall into the 36-50 age group, and 45% are over 50. The complete absence of young beginners (0% under 35) suggests a structural risk of resistance to digitalisation in the medium term. The seniority within the institution is remarkable: 70% have more than 7 years of experience, guaranteeing an excellent historical memory of the vulnerabilities in the community.

In the mirror, the profile of the beneficiaries ($N = 50$) highlights a pronounced educational polarization: 40% have a precarious level of schooling (6% without school, 18% primary education, 16% secondary school), representing the segment most exposed to linguistic and bureaucratic exclusion. The main reasons for presenting at DAS Cugir are dominated by health and disability problems: 38% request community or school medical assistance, 18% disability rights, and 28% for social services.

Analysis of communicational dimensions and validation of hypotheses

Dimension I: Micro-interpersonal communication (Validation II)

The statistical data collected reveal a severe asymmetry: 85% of specialists consider clients' low level of schooling the main barrier to building the relationship (Item 4). However, due to procedural pressure, 60% of professionals admit that they are forced to use opaque legal-bureaucratic jargon (Item 1)

Item	Questionnaire Professionals (Size I)	TD (%) Totally disagree	D (%) Disagree	N (%)	A (%) Agreement	AT (%) Total agreement
1.	Legal-bureaucratic	25%	10%	5%	40%	20%

Item Questionnaire Professionals (Size I)	TD (%) Totally disagree	D (%) Disagree	N (%)	A (%) Agreement	AT (%) Total agreement
language is often a necessity to correctly fill in standard forms.					
2. I frequently notice severe psychosocial barriers on the part of the beneficiaries (fear, mistrust).	5%	5%	15%	60%	15%
3. I systematically apply active listening, rephrasing and summarizing techniques.	0%	0%	10%	50%	40%
4. The low level of schooling is the main barrier in establishing an effective alliance.	0%	15%	0%	60%	25%
5. The standard time allocated to administrative management allows me in-depth advice.	5%	50%	10%	30%	5%
6. The beneficiaries are reluctant to reveal intimate details due to the arrangement of the offices.	5%	20%	0%	50%	25%
7. The assistant-beneficiary relationship is disrupted by the obligation to collect an excessive volume of factual data.	0%	20%	15%	30%	35%

Source: Generated by authors

Table no. 1 Professional responses – dimension I (interpersonal communication)

This cognitive friction is evident in beneficiaries' responses: 34% report not fully understanding the terms used, and 26% sign documents or intervention plans without fully grasping their legal obligations

(Item 5). However, hypothesis I1 is nuanced at the affective level: the high empathic capital of the staff (94% positive feedback from customers - Item 6) and the willingness to repeat explanations (88% - Item 10) prevent this cognitive asymmetry from becoming a paralyzing emotional barrier.

Dimension II: Meso-Institutional Communication and Network Latency (I2 Validation)

The relationship with external partners indicates major shortcomings in emergency management. 45% of specialists report defective collaboration with the Cugir City Police in the preparation of protection orders (Item 9), and 80% confirm the presence of the phenomenon of "passing responsibility" in complex cases (Item 11). The blockage is exacerbated by analog administrative circuits: the average latency in receiving official responses from third parties is 10-14 calendar days, a factor considered deeply destabilizing by 75% of employees (Item 14). To save lives in critical situations, 70% of professionals admit that they circumvent inert formal channels by resorting to informal collegial telephone networks (Item 13), which absolutely validates hypothesis I2.

Item Questionnaire Professionals (Dimension II)	DT (%)	D (%)	N (%)	A (%)	AT (%)
8. Formal channels with DGASPC Alba ensure fast and synchronous data transmission.	5%	10%	30%	45%	10%
9. The operational collaboration and data exchange with the Cugir Police works optimally, without syncopation.	10%	35%	20%	30%	10%
10. Schools transmit complaints through formal, assumed and documented channels.	0%	10%	25%	45%	20%
11. Situations of overlapping competences or "passing responsibility" frequently arise.	0%	0%	20%	55%	25%
12. The current collaboration protocols provide clear and efficient operational procedures.	0%	45%	15%	40%	0%

Item Questionnaire Professionals (Dimension II)	DT (%)	D (%)	N (%)	A (%)	AT (%)
13. In a major crisis, the efficiency of the resolution depends on informal channels (direct telephone calls).	0%	15%	15%	45%	25%
14. The latency in receiving responses (average 10-14 days) destabilizes the implementation of PIA.	0%	5%	20%	60%	15%
15. The establishment of a Local Multidisciplinary Group would streamline case management.	5%	0%	15%	50%	30%

Source: Generated by author

Table no. 2 Professional responses – dimension II (inter-institutional communication)

Dimension III: Environmental Resources and Privacy (I3 Validation)

This dimension highlights a critical node within the administrative infrastructure. A worrying 75% of specialists directly state that the joint administrative offices at the institution's headquarters do not guarantee the preservation of professional secrecy (Item 19), which correlates perfectly with noise pollution, perceived as major interference, by 85% of the staff (Item 20).

Item Questionnaire Professionals (Dimension III)	DT (%)	D (%)	N (%)	A (%)	AT (%)
16. Current software applications optimize document management.	5%	35%	20%	30%	10%
17. The implemented digitalization has managed to reduce the volume of paper work.	35%	50%	5%	10%	0%
18. The absence of an interconnected database (ANAF, Records) is a major obstacle.	5%	0%	5%	55%	35%
19. The current physical configuration (shared offices) guarantees secrecy.	15%	60%	10%	15%	0%

Item	Questionnaire Professionals (Dimension III)	DT (%)	D (%)	N (%)	A (%)	AT (%)
20.	Ambient noise and crowding constitute a major jamming in the decoding of needs.	0%	0%	15%	40%	45%
21.	Full digitalisation would reduce the risk of secondary victimisation.	5%	25%	15%	50%	5%

Source: Generated by author

Table no. 3 Professional responses – dimension III (technical-environmental resources)

This ethical vulnerability is experimentally validated from the beneficiaries' perspective: 40% reported sound discomfort and an acute lack of intimacy during social interviews (Item 3), resulting in a state of postural censorship or dissimulation in the verbalisation of traumas (violence, abuse), thereby fully validating hypothesis I3.

As for the digital component, there is a failure of isolated digitisation: 85% of specialists say that current software has not reduced the volume of writing work, thus perpetuating the trap of double storage (Item 17). The cause lies in the isolation of databases (90% agreement - Item 18), which obliges 58% of beneficiaries to act as bureaucratic couriers travelling to collect physical certificates (Item 8). The notification of decisions remains dependent on the past: 50% is done by classic, inert postal letters, and 40% by manual telephone calls (Item 11).

Critical correlational indicator	Specialist metric (N=20)	Beneficiary metric (N=50)	System Diagnostics
Environmental Privacy	75% Report security risk	40% feel a lack of privacy	Serious violation of professional secrecy (I3)
Administrative / Network Latency	75% PIA Destabilization (10-14 days)	58% Convert to physical couriers	Paralysis by analog circuits (I2)
Efficiency of today's digitalization	85% Failure in debureaucratizing paper	50% Postal Notifications	The phenomenon of administrative double storage

Source: Generated by author

Table no. 4 System diagnosis from the perspective of professionals and beneficiaries

Detailed testing and validation of research hypotheses

Validation of Hypothesis 1 (I1): The hypothesis posits that low literacy levels determine a directive-bureaucratic style, generating cognitive barriers and distorting the social diagnosis. Data from Item 4 (85% agree that precarious education is a barrier) correlate with Item 1 (60% need jargon). The fact that 34% of beneficiaries report a misunderstanding of the terminology and 26% admit to signing the Intervention Plan without fully understanding the legal obligation clauses mathematically validates the hypothesis at a cognitive level. However, triangulation brings a nuance: the individual empathic effort of the specialists (94% positive feedback - Item 6 beneficiaries) acts as a shock absorber, preventing the cognitive blockage from sliding towards a paralyzing affective barrier.

Validation of Hypothesis 2 (I2): The statement assumes a direct link between the absence of network automation and severe administrative latencies, which force the use of insecure channels. Empirical validation is provided by Item 14 (75% agreement on the destabilising latency of 10-14 days) and Item 13 (70% dependence on informal collegial telephones). Moreover, from the public's perspective, 58% of beneficiaries confirm the bureaucratic pilgrimage to which they are subjected due to the lack of electronic interconnection of the databases (item 8 beneficiaries). Thus, the asynchrony of the network forces case management to move to the informal space, fully confirming the hypothesis.

Validation of Hypothesis 3 (I3): This hypothesis stipulates that deficiencies in physical infrastructure (common offices) are positively correlated with the risk of a confidentiality breach and with beneficiary retention. The specialists' data indicate a critical failure in fiduciary security: 75% disagree with Item 19 (space does not guarantee confidentiality) and 85% agree with Item 20 (major noise pollution). From the users' perspective, exactly 40% of beneficiaries report feeling deeply uncomfortable due to the lack of privacy during the interview (Item 3 beneficiaries). This discomfort correlates with the states of shame and fear reported by 22% of clients during the survey (Item 4 beneficiaries), thereby validating the fact that the physical environment vitiates the collection of primary clinical data and exposes personal data to risk.

Results of qualitative research: hermeneutics of case studies

The desk audit, based on case sheets and relationship notes from social files, reveals a highly nuanced communication dynamic, highlighting how structural constraints undermine the effectiveness of case management in crisis situations.

The first case study addresses the emergency response to domestic violence and the management of the protection order for a mother with two minor children. The case was introduced into the DAS circuit via a reference sheet sent by the Cugir City Police following a night-time operational intervention. From the perspective of the mesostructural network, the situation involved the articulation of a dense multi-party node comprising social workers, police bodies, Cugir Hospital for primary somatic evaluation, county-level forensic medicine structures in Alba Iulia, and the Court. Although the initial interaction on the DAS-Police axis demonstrated remarkable synchrony in the first 24 hours, facilitated by informal telephone bypasses that quickly secured the victims in an emergency centre, the critical blockage emerged during the scriptural formalisation phase of the judicial file. Due to the procedural obligation to submit the social investigation report on paper, through administrative circuits and classic courier services, there was a scriptural latency of four calendar days before the document was attached to the case file pending before the court. This time gap created a major vulnerability, jeopardising compliance with the mandatory legal deadline for issuing the protection order and highlighting the total lack of a direct digital interconnection infrastructure with the justice system.

The second case study examines the procedural course of an emergency placement measure, triggered by the self-referral of the DAS following a telephone alert from a school counsellor who reported chronic absenteeism and the minor's emaciated, malnourished clinical state. The case highlighted the acute manifestation of a defensive organisational culture and the phenomenon of passing responsibility within the community network. Fearing possible physical reprisals from the minor's violent family, the school staff initially refused to formally submit an official notification, resulting in a 48-hour procedural delay during which communication was maintained exclusively through informal, non-secure channels. Subsequently, in the interpellation phase of the county decentralised structure (DGASPC Alba), which is competent to approve the placement, the successive formal flow of paper-based correspondence recorded an operational latency of five days. During this period of bureaucratic inertia, the minor remained trapped in the abusive environment, with his vital safety dependent exclusively on the precarious monitoring carried out through ad hoc visits by the social

worker in the field, demonstrating how the absence of protocols with strict deadlines leaves beneficiaries without safe protection in the critical phases of the intervention.

Finally, the third case study examines the primary care mechanisms for a single-parent family living in severe social marginalisation and seeking financial benefits (Minimum Inclusion Income) and emergency social housing. This dossier provides an eloquent illustration of the pathology of administrative atomisation and the failure of technological interoperability. To correctly assess the patrimony and civil status, the social workers were forced to issue separate written requests to ANAF and the Persons Registration Service, a process that generated a total administrative latency of 14 calendar days. Throughout this time, the file remained stuck in the waiting phase, and the single mother was reduced by the system to a bureaucratic courier, physically shuttled between the counters of the institutions in Cugir and at the county level to collect certificates and paper documents. This dynamic produces severe secondary victimisation of the citizen in acute financial crisis and hijacks the role of prompt support from the local social service, proving that the fragmentation of administrative databases cancels out the speed of case management.

Conclusions of qualitative research and reflection on hypotheses

The idiographic qualitative analysis, conducted on the three complex files, provides fundamental heuristic support, adding depth to the quantitative metrics. These field results demonstrate that network synopses are not simple, isolated incidents but manifestations of structural vulnerabilities.

The desk audit directly confirms Hypothesis 2 (I2): the absence of a unified digital data transmission system turns formal circuits into sources of crippling latencies (4 days in case 1 and 5 days in case 2). The direct consequence is placing the beneficiary (the victim of aggression or the vitally neglected minor) in a period of major risk during the scriptural latency phase. The compensatory mechanism was also confirmed: specialists are forced to save destinies by moving case management to informal channels of direct telephone communication (cases 1 and 2), thereby assuming vulnerabilities regarding GDPR security.

In addition, case 3 provides qualitative support for Hypothesis 1 (I1) and Hypothesis 3 (I3). The urgent need for the assistants to make repeated field visits in order to obtain complete statements (as noted in file 2) stems precisely from the awareness that the institution's headquarters (the joint administrative offices) does not offer

beneficiaries the structural intimacy necessary to disclose the abuses. Also, the scriptural labyrinth in case 3 highlights how an applicant with precarious schooling is symbolically excluded by the obligation to decipher rigid legal jargon and to carry certificates between atomised counters, transforming the evaluation interview from a clinical support into a simple and opaque bureaucratic ticking of mechanical formulations.

General conclusions and proposals for measures to improve the activity

General conclusions of the communicational diagnosis

The mixed-methods research conducted at the Social Assistance Directorate (DAS) Cugir demonstrates that, within primary community public services, communication goes beyond the status of a simple functional tool, constituting the central strategic variable that determines the success or failure of case management. The integrated triangulation of quantitative and qualitative data reveals a nuanced structural picture, dominated by a profound contradiction: a mature, stable and highly empathetic professional body (70% with more than 7 years' seniority and an overall satisfaction score of 84% from beneficiaries) is forced to operate within an administrative ecosystem vitiated by severe logistical, environmental and technological constraints.

The diagnosis accurately identifies three major areas of communication fault:

- *Environmental privacy crisis:* Conducting clinical interviews in crowded, noisy common offices (85% noise jamming - Item 20) directly jeopardises professional secrecy (75% risk reported by specialists - Item 19) and produces states of emotional censorship or defensive shame in 40% of those assisted, thereby compromising the accuracy of the primary social diagnosis.
- *The trap of asynchrony and inter-institutional latency:* The relationship with key security partners (Police - 45% operational syncope) and counties suffers due to the slow circulation of paper documents. The latency of 10-14 calendar days paralyses the implementation of measures in the Individualised Assistance Plan, turning vulnerable beneficiaries into bureaucratic couriers (58% sent on the roads after certificates) and forcing specialists to resort to informal networks (70%) to resolve vital emergencies.
- *The failure of surface digitisation:* Equipping with computing technology without structural interconnection has generated the bureaucratic phenomenon of "double storage" (85% of

specialists report that the volume of written work on paper has remained unchanged or increased), while notifying citizens remains captive in the past, with 50% of notifications delivered by classic, inert postcards.

Definitively, the diagnosis shows that DAS Cugir can no longer survive in the long term solely on the basis of personal sacrifice or the spontaneous empathic talent of its employees. The sustainability of the act of support requires an urgent shift of the burden from the shoulders of the individual to those of an institutional structure modernised through concrete measures of organisational reform.

Proposals for practical measures to make the work more efficient

Based on the empirical results, which are theoretically substantiated in this paper, the following set of proposals for measures with immediate applicability is submitted to the local executive authorities and the management of DAS Cugir:

1. Architectural restructuring of the workspace (attenuation of the ambient barrier - O1/I3)

It is proposed that the common offices be modularly partitioned using lightweight, ecological, sound-insulating partition panels to create "Confidential Relationship Offices". These spaces will be equipped with circular clinical counselling tables (eliminating the linear structure of the "counter barrier" type), guaranteeing the ethical security of professional secrecy, reducing noise discomfort for 85% of the staff, and eliminating states of restraint or concealment for the 40% of victims of abuse.

2. Permanent establishment of the Local Multidisciplinary Group (GML) (Network Latency Mitigation - O2/I2)

It is recommended that a Mayor's Order be issued to establish a fixed inter-sectoral working group (DAS, Cugir City Police, family doctors and school counsellors of educational units). The Group will operate under a Local Synchronous Intervention Protocol, which requires the electronic transmission of reference sheets and social surveys by secure e-mail within 24-48 hours in cases of domestic violence or abuse of a minor, definitively cancelling the asynchronous postal circuit and the phenomenon of passing legal responsibility (80%).

3. Interoperability of software systems through Secure API (Technological Debureaucratization - O3/I2)

It is imperative to acquire and customise automated query computer modules through collaboration protocols with ANAF, the Local Community Public Service for the Registration of Persons Cugir (civil status), the Local Taxes and Taxes Service, and the Agricultural Register, which is subordinated to the Cugir TAU. The automatic

extraction of data by the professional, directly from the platform, will reduce the share of the 58% of beneficiaries who are put on the road after physical documents to 0%. In addition, the sending of administrative decisions by postal letters (50%) will be replaced by an automated Web-SMS service, which will send the beneficiary a unique approval code and the secure link to the resolution, thereby decreasing the huge volume of writing paper.

4. Implementation of the "Bureaucratic Translation Guide" (Overcoming Language Gaps - O4/II)

It is proposed to develop and implement an internal discursive guide that would provide social workers with alternative, non-directive linguistic formulas to simplify the rigid legal-bureaucratic jargon (complained about by 60% of specialists) without compromising the rigour of the law. The measure will be complemented by the design of intuitive visual maps and infographics for the 40% of beneficiaries with precarious schooling (secondary or primary), ensuring the full assimilation of the administrative obligations assumed upon signing and preventing long-term procedural non-compliance.

After all, the structural reconfiguration of communication flows, shifting the burden from the inert bureaucracy of paper to a unified, inclusive and micro-environmentally optimised digital ecosystem, is the keystone through which community services overcome the trap of administrative latencies, guaranteeing the unconditional protection of dignity and the authentic fulfilment of the mission of humanisation and emancipation of the vulnerable human being.

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