<table>
<thead>
<tr>
<th>Year Range</th>
<th>Project Description</th>
<th>Collaborators</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-2022</td>
<td>Developing a Unitary Human Resources Management System Within the Public Administration RAS</td>
<td>General Secretariat of the Government (GSG), National Agency for Civil Servants (NACS), Ministry of Labor and Social Solidarity (MLSS)</td>
</tr>
<tr>
<td>2019-2023</td>
<td>Supporting the Establishment of an Improved Training System in the Romanian Public Administration</td>
<td>INA</td>
</tr>
<tr>
<td>2019-2023</td>
<td>Supporting GSG in the Improvement of the Training System in Romania</td>
<td>GSG, NACS as key partner</td>
</tr>
<tr>
<td>2020-2023</td>
<td>Strengthening the Administrative Capacity of the Civil Service Agency</td>
<td>NACS</td>
</tr>
<tr>
<td>2022-2023</td>
<td>Supporting the Reform of the Public Sector Pay System</td>
<td>MLSS</td>
</tr>
</tbody>
</table>
Human Resources Management RAS - developing the roadmap to a high-functioning HRM system for the public administration

2. Analytic underpinnings to key policy recommendations
   - Starting point: Baseline Diagnostic assessed the status quo and provided roadmap for reform
   - Identification of required competencies across the civil service
     - Proposal for a new recruitment system
   - Proposal for a new performance management system
   - Proposal of ICT tools to support the implementation of reform

3. Developing practical tools to support implementation
   - The HRM Procedural Manual
   - The Recruitment Manual
   - The proposed roadmap for the phased introduction of alternative performance assessment tools
   - The proposed guideline on the use of performance management
   - The Methodology for Monitoring Public Sector Pay Policy
   - e-learning modules

4. Results based on RAS recommendations
   - Bank’s recommendations informing changes in civil service legislation
   - Informing Romania’s National Recovery and Resilience Plan, including:
     - Proposal for a new transparent and inclusive recruitment system (the national contest);
     - Proposal for a new performance-based competency framework for the public administration;
     - Proposal for an improved performance evaluation and management model; and
     - Proposal for the digitalization of selected HR processes
Vision of a high-functioning HRM system for the public administration

Results of a high-performing HRM system ("Vision")
Attract, deploy, retain, and motivate the right people with the right skills to do the right job to deliver high-quality public goods and services

HRM Reform initiatives

- Competency framework
- Strategic HR analysis and planning
- Strategic and transparent career management
- Training adapted to organizational and individual needs
- Job analysis
- Standardized job descriptions

- Comprehensive performance management
- Transparent and meritocratic recruitment
- Equitable and transparent remuneration policy
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